Regional Lions Leadership Institute

Instructor Guide

Session Objectives

**Member Motivation**

#### **By the end of this session, you will be able to**

* Identify the levels of needs that affect human motivation
* Recognize the stimulators and obstacles that influence motivation
* Create an action plan for motivating Lions club members

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| BEFORE THE SESSION |
| PROGRAM BACKGROUNDLions throughout the world make a commitment to serve others, and as such, are naturally motivated people. The challenge for Lions leaders is therefore to ensure that this characteristic is fully utilized. This means recognizing the things that different people need to feel motivated, and then creating motivation **stimulators** and eliminating motivation **obstacles** in the environment that impact these needs. This session:* Examines personal needs and motivation
* Suggests actions that can create or inhibit motivation

**SESSION PRE-ASSIGNMENT**All participants were assigned the task of examining the following documents related to motivation before coming to the institute. These concepts are addressed during the session:* Assumptions About Human Motivation
* The Hierarchy of Human Needs

Participants were also asked to solicit the help of one or two of their club members in completing a survey related to member needs; they were then asked to tabulate the totals and to bring the results with them to the institute.**SESSION MATERIALS** PowerPoint Slides* Slide 1: Motivation
* Slide 2: Needs Satisfaction
* Slide 3: Session Objectives
* Slide 4: Listen, Look, Ask
* Slide 5: Stimulators and Obstacles
* Slide 6: Session Objectives

Motivation Dialogue Handout (3 copies)**AUDIO VISUAL REQUIREMENTS*** Projector with Screen
* Flipchart and Markers
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| METHOD ICONS |
| **MPj04330500000[1]**  |
| **Lecture/Explain** | **Participant Centered Activity** | **Slide** | Flipchart | **Handout/****Participant Page** |  |

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| **SESSION TIMELINE (Suggested)** |
| ***Section*** | *Overview of Instruction* | ***Materials*** |
| ***INTRODUCTION******(10:00)*** | **Presentation:** Motivation Overview | PowerPoint |
| ***MODULE 1:*** *Identifying Needs****(30:00)*** | **Discussion:** Maslow’s Hierarchy of Human Needs**Activity:** Motivation Dialogue**Discussion:** MacGregor’s Theory X and Theory Y**Activity:** Motivation Dialogue(Continued) | PowerPointParticipant ManualMotivation Dialogue Handout |
| ***MODULE 2:*** *Motivation Stimulators and Obstacles****(40:00)*** | **Presentation/Discussion:** Stimulators and Obstacles**Activity:** Motivating Your Club Members | Pre-assignment surveyParticipant Manual |
| *CONCLUSION****(10:00)*** | **Presentation:** Review Objectives | PowerPointParticipant Manual |
| ***Total Time:* 90:00** |

| **INTRODUCTION** |
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| **TIME** | METHOD | **CONTENT** |
| **Total Time:****10 minutes** |  |  |
| **10 minutes** | Handout**MPj04330500000[1]****Slide 1****MPj04330500000[1]**Slide 2**MPj04330500000[1]****Slide 3** | **PRESENTATION: Motivation Overview**Leader Note: Before beginning the session ask three participants to volunteer to read from a scripted dialogue involving three Lions making a decision to sign up for a committee. Give the volunteers a copy of the Motivation Dialogue Handout, and allow them a few minutes review it. Participants will read the dialogue aloud during the Motivation Dialogue Activity in Module 1.1. **Display Slide 1: Motivation**
2. **Explain** that motivation is a combination of desire and energy directed at achieving a goal. We are all motivated by certain needs, and those needs may not only vary from one individual to the next but also change within an individual as circumstances change.

 1. **Display Slide 2: Needs Satisfaction**
2. **Explain** that the person in the slide is confronted with two needs and must make a choice. She may be very hungry, and yet she has work that she must finish.
3. **Ask:** “What might motivate her to make either choice?” Responses will vary and may include:
* She will eat if she is very hungry and the work can wait
* She will do her work if she has a deadline and is worried about having time to finish
* She will work if she fears losing her job
* She might eat if the food looks or smells irresistible
1. **Explain** that she will make the decision to devote her energy toward one action or the other based on a number of factors. Her beliefs, values, interests, fears, and other forces will be taken into consideration, and then she will determine which need is greatest and decide which goal to pursue. She will be **motivated** to either eat the food or complete her work.
2. **Ask:** “What effect could another person have on her motivation?” Responses may include:
* A cook could influence how desirable the food might be
* Her boss could influence how important the job appears
* Her family could influence her values, such as how her “work ethic” is more important to her than satisfying her hunger
1. **Explain** that in each case, her environment influences her motivation, but the decision and desire to act still came from within her. People are **self-motivated** to fulfill their greatest needs. All that other people can do is create an environment that provides the proper direction.

**Leader Note: You may choose to relate a personal story about something you are motivated to do or accomplish and the environmental influences that affect whether or not you are able to achieve your goal.**1. **Display Slide 3: Session Objectives**

By the end of this session, you will be able to:* Identify the levels of needs that affect human motivation
* Recognize the stimulators and obstacles that influence motivation
* Create an action plan for motivating Lions club members
1. **Transition** to Module 1 by stating that we can get an idea about how needs influence motivation by looking at one of your pre-institute assignment materials.
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| **MODULE 1**: **Identifying Needs**  |
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| **APPROX TIME** | METHOD | **CONTENT** |
| **30 Minutes Total** |  |  |
| **5 minutes** | P. 1**MPj04330500000[1]****Slide 4** | DISCUSSION: Maslow’s Hierarchy of Human Needs1. **Direct** participants to turn to Maslow’s Hierarchy of Needs on page 1 of the Participant Manual.

**Leader Note: Participants were required to read about Maslow’s Hierarchy in the pre-institute assignment, so you should not need to present it at this point.**1. **Ask**: “Which levels of need do you think a good Lions club environment can address to help support the motivation of its members?” Responses will vary and may include needs in levels 2 through 5.
2. **Explain** that the important message to take from Maslow is that the more we learn about the needs of our fellow Lions, the easier it will be to provide an environment where those needs can be met.
3. **Ask:** “How do we go about determining the needs of our fellow club members?” Responses may include:
* We listen to what they talk about
* We watch the things they do
* We talk with them and ask them questions
* We survey them frequently
1. **Display Slide** **4: Listen, Look, Ask**
2. **Explain** that by knowing our members as individuals and understanding their values and needs, we are better able to provide **motivation stimulators** and eliminate **motivation obstacles**.
3. **Ask:** “Who can share a personal need and tell us about a stimulator in your club that motivates you or an obstacle in your club that inhibits your motivation?” Allow several participants to contribute.

Remember that people are self-motivated, we can only provide the environment that allows them to fulfill their needs. |
| **10 minutes** | P. 2 | ACTIVITY: Motivation Dialogue1. **Ask** participants to listen carefully and think about whether this dialogue could take place in their Lions club.
2. **Ask** the three participant volunteers to come to the front of the room and read Part 1 of the dialogue.
3. **Thank** the volunteers and ask them to return to their seats.
4. **Direct** participants to form small groups of four to six and to take a few minutes to:
* Discuss the needs that Charles, Maria, and Ben demonstrate. Participants may refer to Maslow’s Hierarchy of Human Needs from the pre-institute assignment for background on levels of needs
* Discuss which of these needs are not being met
* Take notes individually on page 2 of the Participant Manual and as a group on a flipchart and be prepared to discuss your ideas with the entire group
1. **Debrief** by allowing each group to present its ideas and encourage others to comment. Some suggested ideas include:
* Meeting new people
* Enjoying new experiences
* Accepting responsibility
* Being recognized for your efforts
* Feeling good about helping others
* Efficient use of time
* Seeing the results of your work
1. **Transition** to the discussion of MacGregor’s Theory X and Theory Y by stating that sometimes needs are not met because of the personality or leadership style of our leaders. We referred to this situation in our second pre-assignment.
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| **5 minutes** | P. 3 | DISCUSSION: MacGregor’s Theory X and Theory Y1. **Direct** participants to turn to MacGregor’s Theory X and Theory Y on page 3 of the Participant Manual.

**Leader Note: Participants were required to read about MacGregor’s Theories in the pre-institute assignment, so you should not need to present them at this point.**1. **Explain** that the theory represents two extremes of thought regarding human motivation. It also provides a basis on which a leader can maximize or inhibit the motivation of a club member.
2. **State** that we will now listen to the rest of the conversation between our three Lions, and maybe we will recognize some of the elements of both extremes in the people they are discussing.
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| **10 minutes** | P. 4 | ACTIVITY: Motivation Dialogue (Continued)1. **Ask** the three participant volunteers to return to the front of the room and read Part 2 of the dialogue.
2. **Thank** the volunteers and ask them to return to their seats.
3. **Direct** participants to return to their small groups and to take a few minutes to:
* Discuss the motivational styles of the two chairpersons, George and Sam, and how those styles affect the motivation of their club members. Participants may refer to MacGregor’s Theory X and Theory Y from the pre-institute assignment for background on human motivation
* List the positive and negative behaviors that were mentioned
* Identify any ways that the negatives could be corrected
* Take notes individually on page 4 of the Participant Manual and as a group on a flipchart
* Be prepared to discuss your ideas with the entire group
1. **Debrief** by allowing each group to present its ideas and encourage others to comment. Some suggested ideas may include:
* George:
	1. Thinks people need close supervision or they won’t accomplish things. **He should allow people to work freely**
	2. Believes people find work objectionable. **He should understand that people generally enjoy working, especially volunteers**
	3. Does not trust people to make decisions or solve problems. **He should let people plan and solve their own problems**
* Sam
	1. Allows people to work freely
	2. Trusts the natural creativity and ambition of people
	3. Realizes that people are motivated by different things
1. **Transition** to the next module by explaining that the positive and negative actions that we discussed in this example could be referred to as **stimulators** and **obstacles**. Now we will take some time to look at more examples.
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| **MODULE 2: Motivation Stimulators and Obstacles** |
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| **APPROX TIME** | METHOD | **CONTENT** |
| **40 Minutes**  |  |  |
| **10 minutes** | **MPj04330500000[1]****Slide 5****P. 5** | PRESENTATION/DISCUSSION: Stimulators and Obstacles1. **Display Slide 5: Stimulators and Obstacles**
2. **Refer** participants to page 5 in the Participant Manual.
3. **Explain** that this page contains ten ideas for providing an environment that stimulates motivation and ten obstacles in an environment that can prevent motivation.
4. **Ask** participants to look at the lists briefly and suggest any additional items that could be added to either list. Note the responses on a flipchart.
5. **Encourage** participants to share additional stimulators and obstacles and note them in their Participant Manuals.
6. **State** that the one piece of information that is missing so far in our study of motivation is **how** we can apply this information to our own clubs.
	1. **Transition** to the activity by asking participants to refer to the final part of the pre-institute assignment, the Club Survey.
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| **30 minutes** |  | **ACTIVITY: Strategies for Motivating Your Club Members****Leader Note: This activity is based on the survey that participants were asked to complete as part of their pre-institute assignment. The discussions and debrief provide an excellent opportunity for the entire group to share successes and challenges in motivation and can result in generating a variety of ideas to take back to their clubs.**1. **Refer** participants to the survey they completed as part of the pre-institute assignment.
2. **Explain** that this survey is part of a very useful tool that is available from LCI called “How Are Your Ratings.” It is available on the LCI website as Publication ME-15. We used a small portion of it as a way of determining the needs of your club members and of assessing how well your club meets those needs.
3. **Remind** participants that only a small number of members were polled, so it is unfair to use this sample as a true picture of their club’s performance. We can use it during this session, however, to demonstrate some ways that a club can create motivation stimulators and eliminate motivation obstacles.
4. **Direct** participants to:
* Pair up with a partner for an activity related to the survey
* Trade survey results with your partner
* From your partner’s survey, locate **one** area in which his /her club appears to be meeting member needs and **one** area where member needs are not met
* Take turns discussing what successful practice (stimulator) your clubs are using that have resulted in meeting the identified need successfully
* **P. 6**Likewise, discuss the obstacles that are preventing your clubs from meeting the other identified need and how those obstacles might be eliminated
* Use the space available on page 6 of the Participant Manual to record your notes
* **P. 7**Use the Action Plan Worksheet on page 7 to develop plans for overcoming those obstacles in your clubs when you return home
* Be prepared to share your ideas with the entire group in 10 minutes
1. **Debrief** the activity by allowing groups to share their discussions and action plans for eliminating obstacles that are impacting member motivation in their clubs.

**Leader Note: You may choose to select several groups to report rather than have all participants do so as time allows.**1. **Encourage** the rest of the participants to offer suggestions as appropriate and to make notes when ideas relevant to their own club situation are introduced.
2. **Transition** to the conclusion by thanking participants for sharing so many valuable ideas.
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| **CONCLUSION** |
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| **APPROX TIME** | METHOD | **CONTENT** |
| **Total Time:****10 minutes** |  |  |
| **10 minutes** | MPj04330500000[1]Slide 6**P. 5** | **PRESENTATION: Review Objectives**1. **Display Slide 6: Session Objectives.**
2. **Ask**, “Did we meet our session objectives?”
3. **Encourage** participants to refer to the Stimulators and Obstacles listed on page 5 of the Participant Manual whenever they sense motivation is slipping in their club.

**Leader Note: As time allows, you may refer to one or more of the Stimulators and relate how you have observed it stimulate the natural motivation of Lions with whom you have come in contact.**1. **Challenge** participants to use their leadership roles to ensure that their clubs provide an environment in which all members can be motivated, active, productive, and HAPPY Lions.
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**PRE-ASSIGNMENT**

* Maslow’s Hierarchy of Human Needs
* MacGregor’s Theory X and Theory Y
* Club Survey

Member Motivation Pre-Assignment 1

Maslow’s Hierarchy of Human Needs

Abraham Maslow developed an interesting and useable framework to explain the strength of certain needs.

Please review the five levels of human needs below before arriving at the Lions Leadership Institute. This material will be used in class discussion at the institute.

**Level 1: Physiological Needs** (food, water, items necessary for physical survival)

At the most basic level, we are motivated to find food, water, and other basic physiological needs. Until these basic needs are satisfied, the majority of a person’s activity will probably be at this level.

**Level 2: Security Needs** (shelter, protection, safety from harm)

We are motivated to find shelter, protection and safety from attack. If an individual’s safety or security is in danger, other things seem unimportant.

**Level 3: Social Needs** (belonging to a group, having meaningful relationships)

We feel a need to join with other people, to feel part of a group. Maslow talked about having “meaningful relationships” with others, relationships that transcend our everyday encounters.

**Level 4: Ego‑Enhancement Needs** (recognition, accomplishment)

Most people have a need for high evaluation of themselves that is based on recognition and respect from others. Satisfaction of these needs produces feelings of self-confidence, prestige, power, and control. People begin to feel that they are useful and have some effect on their environment.

# Level 5: Self‑Actualization Needs (optimizing personal potential)

Maslow felt few people ever achieved this level. At this level, we are motivated to become what we are capable of becoming; to reach full potential, and in so doing, to fulfill one’s self.

Member Motivation Pre-Assignment 2

MacGregor’s Theory X and Theory Y

In “The Human Side of Enterprise” Douglas MacGregor examined theories on behavior of individuals at work, and he formulated a model which he calls Theory X and Theory Y.

Please review the two theories below before arriving at the Lions Leadership Institute. This material will be used in class discussion at the institute.

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| **Theory X** | **Theory Y** |
| People must be supervised closely, either through direct oversight or by tight reward‑and‑punishment systems. | People will usually, if given a chance, find ways to be active, productive, and satisfied in their work. |
| Work is something most people find objectionable. | Work is natural and enjoyable unless it is made offensive by the actions of organizations. |
| Most people have little initiative, creativity, or problem solving skills. They prefer to have others make decisions and take responsibility for those decisions. | Most people are ambitious, desire autonomy and self‑control, and do effective problem solving. Creativity is distributed equally across the population. |
| Economic rewards and security are the primary motivators for most people. | Many different things motivate people, only some involve economic rewards or security.  |

* McGregor, Douglas. *The Human Side of Enterprise*. New York: McGraw-Hill, 1960. Print.

Member Motivation Pre-Assignment 3

Club Survey Instructions

The survey that follows addresses some of the characteristics of Lions clubs that can either positively or negatively affect member motivation.

Before you come to the Lions Leadership Institute:

* Make several copies of the survey
* Complete the survey yourself and ask one or two other club members to do the same
* Total the responses for each question and divide by the number of people who responded to get an average score for each question
* Enter the average scores on another survey form

Bring the completed form indicating the average scores with you to the Leadership Institute.

Be prepared to discuss the responses with a partner during the session on Member Motivation. In sharing your ideas with other Lions, you will have the opportunity to work together to highlight those practices that enhance motivation and correct those that inhibit motivation.

Member Motivation Pre-Assignment 3

**Club Survey**

This short questionnaire addresses some of the areas in which a club environment can stimulate or dampen the motivation of its members. Please rank your own perception of your club’s performance for each question using this scale:

5 = Always 4 = Often 3 = Sometimes 2 = Seldom 1 = Never

1. Do you enjoy being a Lion?
2. As a Lion, are you challenged to try new things?
3. As a Lion, are you given the opportunity to gain leadership skills?
4. Do you enjoy club meetings?
5. Are new club members properly oriented to the club and to the Lions

Clubs International mission?

1. Are awards and recognition presented to acknowledge the efforts of club members?
2. Do you enjoy your club’s fundraising activities?
3. Do you enjoy your club’s community service projects?
4. Are your community service projects still relevant and successful?
5. Does your club publish and distribute a newsletter to all members?
6. Have you been given responsibility for activities and committees?
7. Are your skills and enthusiasm being used effectively?
8. Do you feel like an important part of your club?
9. Are you encouraged to participate in international, district, and zone functions?
10. Are you given the opportunity to socialize and network with other Lions?

Motivation Dialogue: Part 1

**(The scene is a local restaurant where the Three Oaks Lions Club gathers for its regular meeting.
The meeting has not yet started, and members are mingling and chatting with each other.)**

**Charles:** Well, it’s good to see you again, Maria. We’ve missed you at the last few meetings.

**Maria:** It’s nice to see you, too. I have had trouble finding a babysitter lately who can stay out so late on a school night. Our meetings are so long. But I came tonight because I understand we will have the opportunity to sign up for committees for the coming year.

**Charles:** That’s right. It’s an important meeting if you want to find something that really interests you. I’m eager to see the list and the committee chairpersons.

**Ben:** Did I hear you two talking about committee sign up? I didn’t know that was tonight…I’m glad I came.

**Maria:** Oh, hi Ben. Yes, I looked at my calendar from last year, and it seemed like it was time so I called the club secretary. She said this was the week; I wanted to make sure I was here to sign up right away. A lot of the committee chairs pick their “pals” first, so you have to get your name on the list as soon as you can to have a chance.

**Ben:** Well, this is my first year in the club. I just assumed there would be some announcement or mailing.

**Charles:** I’ve been in the club for almost twenty years. We used to publish items like this in our club newsletter, but when the newsletter went down to four times a year, news like this just didn’t get out to the members as well.

**Maria:** Wow, I didn’t know you have been in the club for so many years. You must have been here since the club’s beginning.

**Charles:** Actually, it was two years after the club was chartered. I had heard a great deal about the work they were doing with the blind, and I just wanted to be a part of it. I enjoyed the work so much, and the chance to make so many new friends, that I’ve stayed on.

**Ben:** That’s great, Charles. I joined because, when I’m helping others, I feel better about myself. Honestly, I haven’t found that feeling here yet. It’s more like…join a committee, do exactly what you are told, don’t offer any opinions, and then it’s over. There’s little or no recognition, and I rarely see the benefit of what I do. I’m hoping this year it will be different.

**Maria:** I’m sorry you have had bad experiences, Ben. I think I understand some of your disappointment. My first year or two were really rewarding. I met new friends, provided some real support for the community, and felt my contribution was acknowledged. I was also able to balance my Lions life with my family life. Unfortunately, we seem to be getting bogged down the last few years. Too many disagreements about our plans and our activities…and pretty soon our meetings go way beyond the amount of time I can be away from my children. I still want to make a difference, but sometimes I feel that my time is not well spent.

**Charles:** I think the amount of arguing and “disorganization” you refer to is a temporary situation that comes and goes with the changing of club officers. I agree with you, but I try not to let it bother me…I just accept the good with the bad.

**Ben:** I’m going to try to practice your philosophy for a little longer, Charles. I really believe in serving others, and I like all of the members, but maybe I’m not cut out to be a Lion.

# Motivation Dialogue: Part 2

**(The committee sign-up sheets have been posted, and members are circulating to see what is available.)**

**Charles:** Which committee are you going to pick, Ben?

**Ben:** Well, I’d like to do public relations, but George is the chair. I’ve heard he’s a little overbearing.

**Maria:** A *little* overbearing?! I worked with him two years ago. For the first six weeks, he had *weekly* meetings. But during the last two weeks before the event, he called me every night to find out what I’d done! Other committee members really complained about how much he wanted to supervise us.

**Charles:** I’ve heard others say the same thing. Doesn’t George understand that he’s spoiling any enjoyment we might get from working with the club?

**Maria:** A few people challenged him once in a meeting.

**Ben:** How did he react?

**Maria:** He said, “Work is work. Somebody has to do it.” After that, when he wasn’t around and we wanted to have a laugh, we’d quote his statement to each other.

**Charles:** I’ll bet that always got a laugh.

**Maria:** Yeah. His other so‑called inspirational message was “PR is so vital, we have to do it right.” The only problem was, none of us could do it right enough for George.

**Ben:** Did it seem like George enjoyed working on the committee?

**Maria:** Not really. I wonder why he keeps doing these projects.

**Charles:** I noticed that Sam is also chairing a committee.

**Ben:** I know. It’s the hearing conservation committee. Now that’s work!

**Charles:** I’ve worked with Sam. I’ve seen how he operates, even with routine tasks. He gives us a lot of freedom to do what we want. This is because he thinks most of the members are motivated already—they just need some basic direction. He’s not creative necessarily, but he lets us be creative. I know one thing for sure—he wouldn’t call every night unless a real crisis erupted.

**Maria:** And Sam probably wouldn’t be so obvious about the “rewards.” I remember George spent a lot of money on plaques when we were all done. As if some trinket could compensate for all the grief he caused us.

**Ben:** Yes, the hearing conservation committee is a lot of work. But, I think you’re right. Sam would trust us to do the work. I don’t know about you two, but I’m signing up right now.

**SLIDES**

