



29 maart 2023

WERKBAAR WERKT!

#WERKBAARWERKT

MOTIVEREND LEIDERSCHAP

WORKSHOP

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PRESENTATIE:

Motiverend Leiderschap



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Inleiding

Waarom motivatie?

Verschillende
perspectieven



Motivatie =
“*energetic forces* that
initiate work-related
behavior and
determine its *form*,
direction, *intensity* and
duration” (Pinder, 2008; p11).

TARGET ARTICLE

The “What” and “Why” of Goal Pursuits: Human Needs and the Self-Determination of Behavior

Edward L. Deci and Richard M. Ryan

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Self-determination theory (SDT) maintains that an understanding of human motivation requires a consideration of innate psychological needs for competence, autonomy, and relatedness. We discuss the SDT concept of needs as it relates to previous need theories, emphasizing that needs specify the necessary conditions for psychological growth, integrity, and well-being. This concept of needs leads to the hypotheses that different regulatory processes underlying goal pursuits are differentially associated with effective functioning and well-being and also that different goal contents have different relations to the quality of behavior and mental health, specifically because different regulatory processes and different goal contents are associated with differing degrees of need satisfaction. Social contexts and individual differences that support satisfaction of the basic needs facilitate natural growth processes including intrinsically motivated behavior and integration of extrinsic motivations, whereas those that forestall autonomy, competence, or relatedness are associated with poorer motivation, performance, and well-being. We also discuss the relation of the psychological needs to cultural values, evolutionary processes, and other contemporary motivation theories.

Citation report for 9,030 results from Web of Science Core Collection between 1955 and 2020 Go

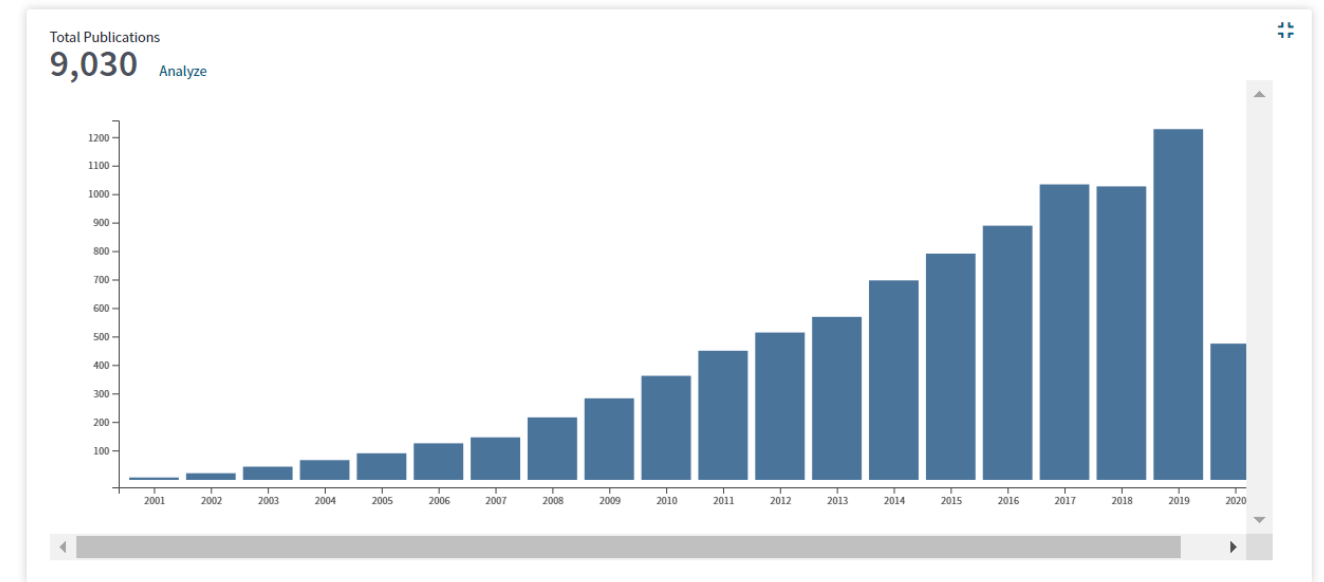
For: The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior.

Timespan: All years. Indexes: BKCI-S, ESCI, SSCI, BKCI-SSH, SCI-EXPANDED, IC, A&HCI, CPCI-SSH, CPCI-S, CCR-EXPANDED.

...Less

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Mensbeeld

Mensbeeld

Liever lui dan moe ...



Gemotiveerde werknemers

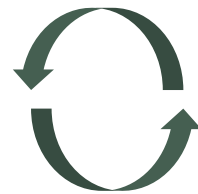


Mensbeeld

Liever lui dan moe ...



Passief orders
opvolgen of
weerstand



Controle
Straffen en
beloningen

Gemotiveerde werknemers



Engagement



Autonomie,
vertrouwen,
begeleiding

Mensbeeld

- Self-fulfilling prophecy
- “What you **think**,
- Is what you **get**”



Motivatie

Oefening

Wanneer heb je je écht **goed** gevoeld?
Wat kenmerkte deze situatie?

Basisbehoeften in ZDT

[Autonomie] [Betrokkenheid/
verBinding] [Competentie]



Waarom het ABC

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A Review of Self-Determination Theory's Basic Psychological Needs at Work

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North-West University*

D. Lance Ferris

The Pennsylvania State University

Chu-Hsiang Chang

Michigan State University

Christopher C. Rosen

University of Arkansas

Self-determination theory (SDT) conceptualizes basic psychological needs for autonomy, competence, and relatedness as innate and essential for ongoing psychological growth, internalization, and well-being. We broadly review the literature on basic psychological need satisfaction at work with three more specific aims: to test SDT's requirement that each basic psychological need should uniquely predict psychological growth, internalization, and well-being; to test whether use of an overall need satisfaction measure is appropriate; and to test whether the scale used to assess basic psychological needs influenced our results. To this end, we conducted a meta-analytic review of 99 studies with 119 distinct samples examining the antecedents and consequences of basic need satisfaction. We conclude with recommendations for addressing issues arising from our review and also identify points for future research, including the study of need frustration and culture, integrating the basic needs with other motivation theories, and a caution regarding the measures and methods used.

Keywords: *needs; motivation; meta-analysis; review; self-determination theory*

Gevolgen van het ABC

[autonomie]

[verbinding]

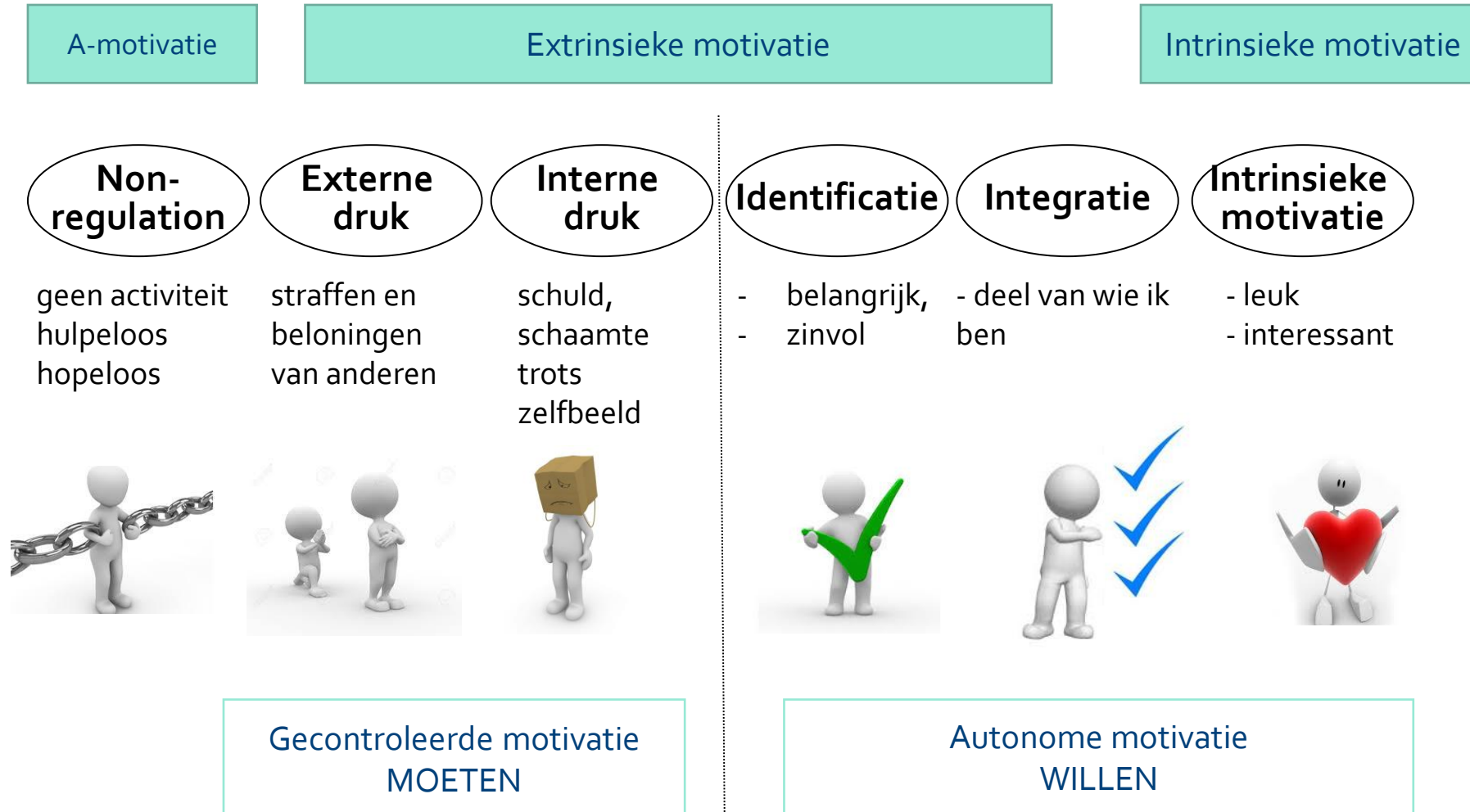
[competentie]

welzijn
+ positieve emoties, bevoegenheid,
algemeen welzijn, levenstevredenheid
- stress, burnout,

attitudes
+ jobtevredenheid,
organisatiebetrokkenheid
- verloopintenties

gedrag
+ effort, inrol-prestaties, creativiteit, proactief
gedrag, (OCB-I/O, job crafting)
- deviant gedrag (oa. pesten), absenteïsme

Autonome vs. gecontroleerde motivatie




Autonome vs. gecontroleerde motivatie

Article

Organizational
Psychology
Review 

Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation

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KU Leuven, Belgium; North West University, South Africa

Joshua L. Howard

Monash University, Australia

Yves Van Vaerenbergh


KU Leuven, Belgium

Hannes Leroy

Erasmus University, Netherlands

Marylène Gagné

Curtin University, Australia

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Abstract

This meta-analysis aims to shed light on the added value of the complex multidimensional view on motivation of Self-determination theory (SDT). We assess the unique and incremental validity of each of SDT's types of motivation in predicting organizational behavior, and examine SDT's core proposition that increasing self-determined types of motivation should have increasingly positive outcomes. Meta-analytic findings (124 samples) support SDT, but also adds precision to its predictions: Intrinsic motivation is the most important type of motivation for employee well-being, attitudes and behavior, yet identified regulation is more powerful in predicting performance and

organizational citizenship behavior. Furthermore, introjection has both positive and negative consequences, while external regulation has limited associations with employee behavior and has well-being costs. Amotivation only has negative consequences. We address conceptual and methodological implications arising from this research and exemplify how these results may inform and clarify lingering issues in the literature on employee motivation.

Autonome vs. gecontroleerde motivatie

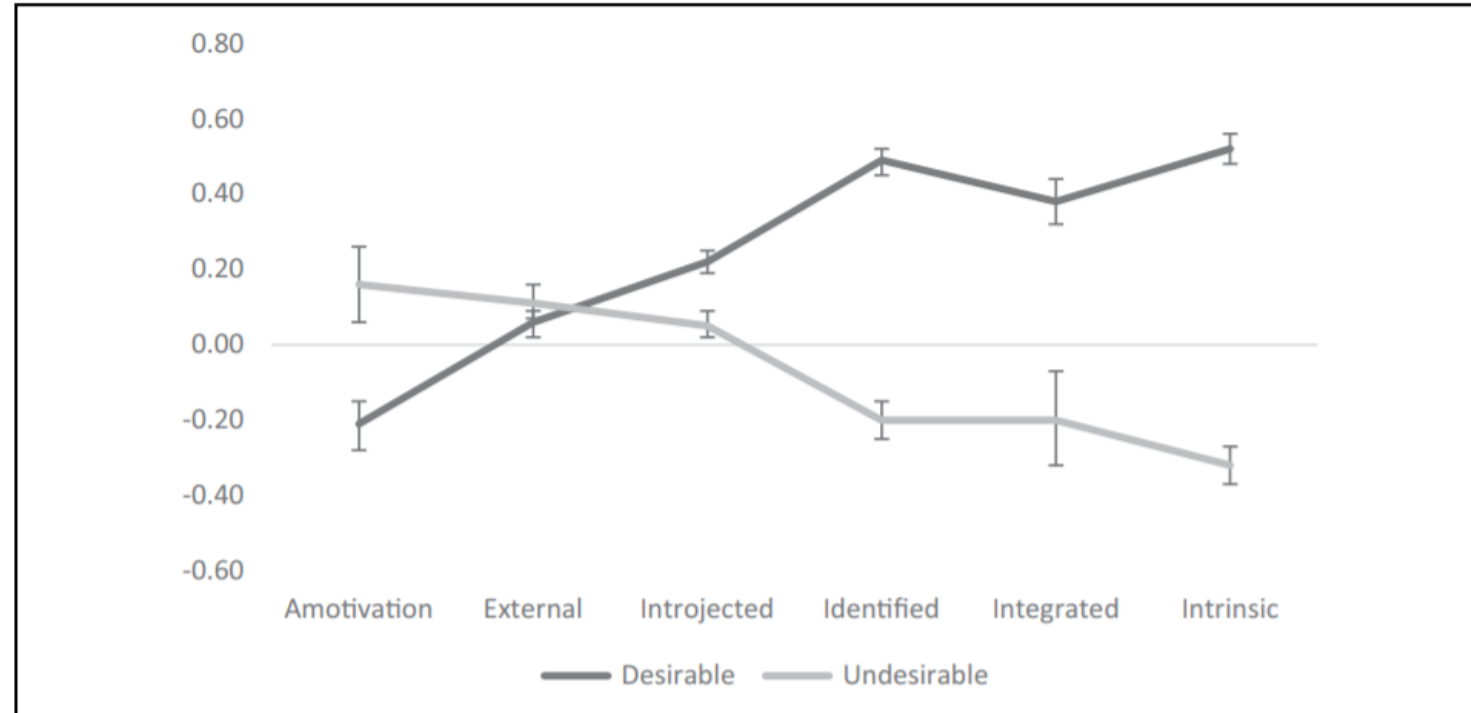


Figure 2. Summary of results regarding the relationships of the types of motivation on outcomes. *Note.* Desirable outcomes include affective commitment, normative commitment, engagement, job satisfaction, OCB, performance, & proactivity. Undesirable outcomes include absenteeism, burnout, continuance commitment, distress, turnover intention.

Motiverend leiderschap

Ondersteuning van de basisbehoeften

“Interpersonal supports for basic needs”

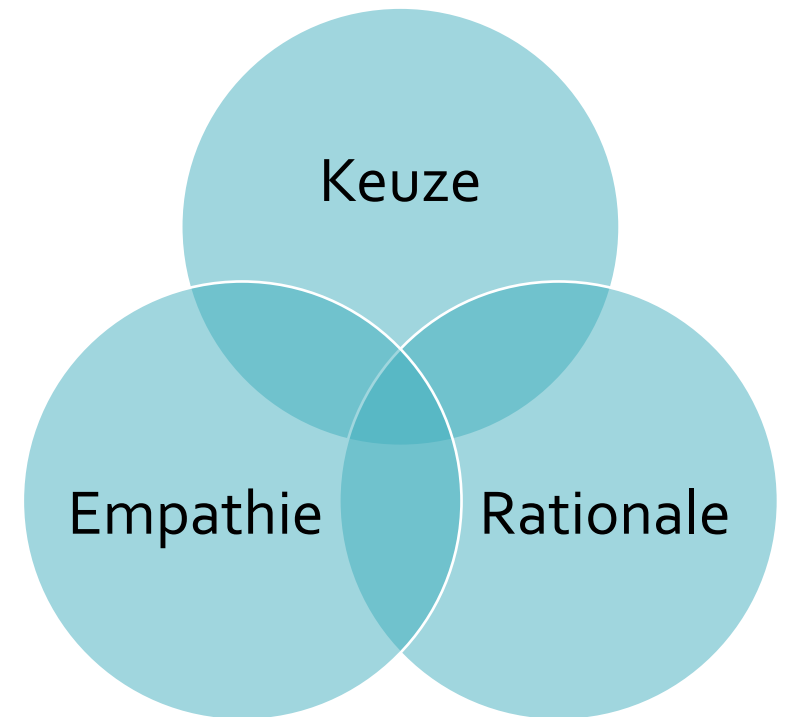
An umbrella term used to describe interpersonal strategies that yield a social climate to nurture the autonomy, competence, and relatedness basic needs, thereby triggering self-determined motivation, well-being, and optimal functioning in others. Commonly studied domain-specific variants encompass organizations (e.g., leaders–employees), classrooms (e.g., teachers–students), physical education (e.g., PE teachers–students), sports coaching (e.g., coaches–athletes), parenting (e.g., parents–children), and in healthcare (e.g., physicians–patients).

Need supportive interpersonal behaviours

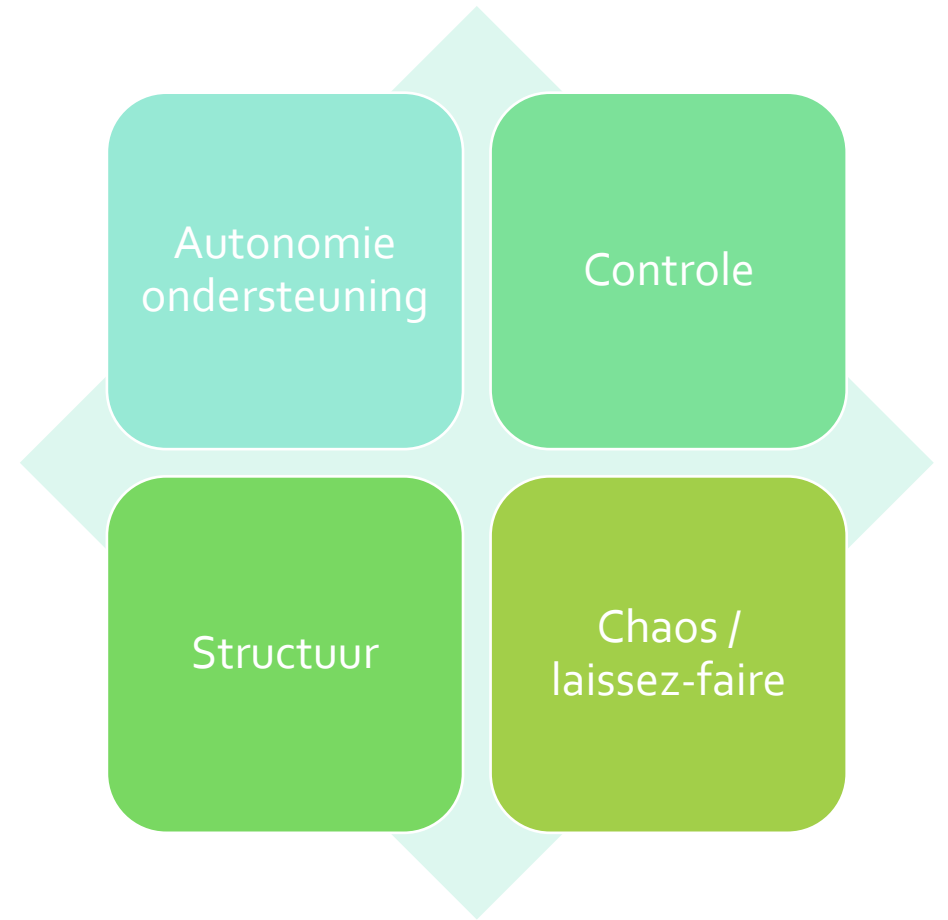
Distinct clusters of interpersonal behaviours that provide focused support for one basic psychological need primarily, while also simultaneously supporting the other basic psychological needs.

Interpersonal supports for autonomy	Interpersonal supports for competence	Interpersonal supports for relatedness
<p><i>Autonomy Support</i></p> <ul style="list-style-type: none"> - providing choices and options - perspective taking - using non-controlling language - providing a meaningful rationale - acknowledging and accepting the person’s feelings. <p><i>Additional behaviours (examples)</i></p> <ul style="list-style-type: none"> - allowing the person to decide for themselves 	<p><i>Structure</i></p> <ul style="list-style-type: none"> - clarifying expectations and goals. - providing consistency in rules and guidelines. - providing informational feedback. - expressing confidence in the person’s abilities. <p><i>Additional behaviours (examples)</i></p> <ul style="list-style-type: none"> - helping the person to learn - providing positive feedback - acknowledging improvements 	<p><i>Involvement</i></p> <ul style="list-style-type: none"> - expressing interest - providing emotional support - providing unconditional positive regard <p><i>Additional behaviours (examples)</i></p> <ul style="list-style-type: none"> - encouraging teamwork and collaboration - expressing genuine concern, understanding, and care - being warm and friendly - showing a genuine liking for them as a person

Autonomie ondersteunend leiderschap



Autonomie ondersteunend leiderschap



Leiderschapsontwikkeling

427



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Special Issue Paper

Interventions to support autonomy, competence, and relatedness needs in organizations: A systematic review with recommendations for research and practice

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³School of Psychology and Public Health, La Trobe University, Melbourne, Victoria, Australia

Organizational research underpinned by self-determination theory (SDT) has grown substantially over the past decade. However, the effectiveness of interventions designed to promote support for basic psychological needs in organizations remains ill documented. We thus report the results of a qualitative systematic review and synthesis of SDT-informed studies of interventions to cultivate autonomy, competence, and relatedness needs, and in turn, autonomous motivation in organizational contexts. Studies were included in the review if they evaluated the effect of interventions to develop autonomy-, competence-, or relatedness-supportive work climates or leader behaviours. A systematic search yielded ten eligible field studies for inclusion: three randomized-controlled trials and seven non-randomized intervention studies (combined $N = 2,337$). Seven studies yielded mostly favourable effects, two yielded mixed effects, and one study showed no evidence of change post-intervention. Substantial heterogeneity in intervention format and delivery existed across studies. Studies pointed towards possible moderators of effectiveness. Interventions were more effective at spawning change at the proximal (leader) level than at the distal (subordinate) level, though few studies tracked employees over time to comprehensively evaluate long-term transfer. Bias assessments showed that risk of bias was moderate or high across studies. We discuss overall implications of the review and suggest several recommendations for future intervention research and practice.

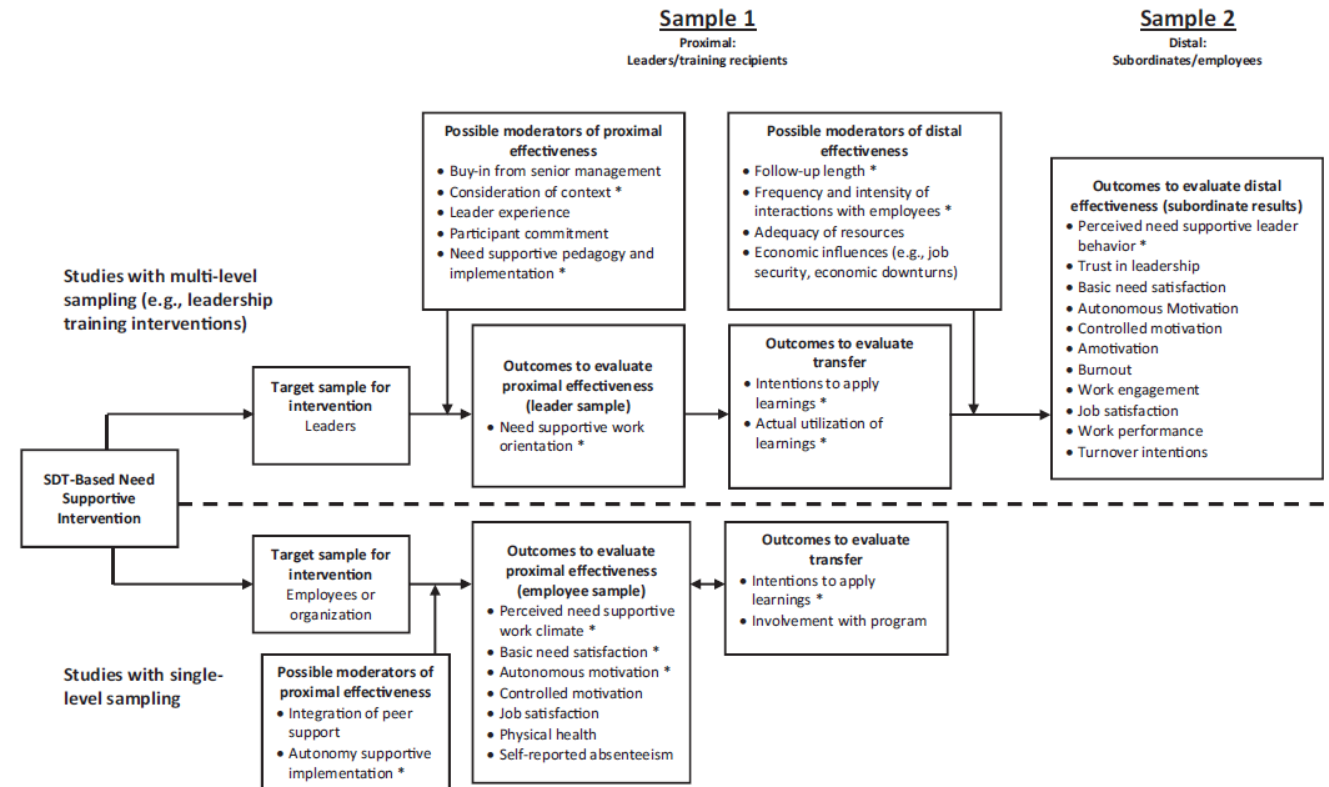


Figure 3. Overview of research examining interventions to support basic psychological needs in organizations. Note: asterisks (*) indicate support for that variable across multiple studies.

Extra informatie

Het boek Motiveren zonder controleren

<https://www.diekeure.be/nl-be/professional/info/motiveren-zonder-controleren>



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Achtergrondinformatie

Professor Anja Van den Broeck is arbeids- en motivatiepsychologe. Ze werkt aan de Faculteit Economie en Bedrijfswetenschappen aan de KU Leuven (Campus Brussel). In haar onderzoek bestudeert ze hoe en onder welke omstandigheden werknemers optimaal kunnen functioneren. Ze onderzoekt hierbij het samenspel tussen job design, welzijn en motivatie. Ze publiceert in gerenommeerde tijdschriften zoals "Journal of Management" en "Academy of Management Annals" en deelt haar kennis door samen te werken met bedrijven en organisaties in de profit en non-profit sector. Ze is experte in het opstellen, afnemen en verwerken van psychosociale risico-analyses, afgestemd op de noden van de organisatie. Daarnaast deelt ze graag haar kennis over burnout, welzijn, motivatie en HR met het ruime publiek.

Voor een overzicht van haar wetenschappelijke publicaties kan je hier terecht:

- <http://feb.kuleuven.be/anja.vandenbroeck>
- http://www.researchgate.net/profile/Anja_Van_den_Broeck

Een Nederlandstalige artikel specifiek over de ZDT, vind je hier:

https://www.researchgate.net/publication/228656912_De_zelf-determinatie_theorie_Kwalitatief_goed_motiveren_op_de_werkvloer

Aan de slag: boek een lezing of neem deel aan een van onze opleidingen: anja.vandenbroeck@kuleuven.be?





Stimuleren van motiverend leiderschap in de praktijk

De stem van ...

Els Urbanczyk



Over

Case 'Nationaal MS Centrum
Melsbroek'

&

Maarten Andriessen



Algemene reflecties over
inbedding
leiderschapsonwikkeling



Case

“Nationaal MS Centrum Melsbroek”

NATIONAAL MS CENTRUM

- Revalidatieziekenhuis, 1 pathologie
- Kenmerken:
 - 120 hospitalisatiebedden
 - 70 ambulante revalidatieplaatsen
 - een 300-tal medewerkers
 - een 10-tal zelfstandige paramedici
 - 26 artsen (medische staf en consulentenpool)
 - een 40-tal vrijwilligers



Uitdagingen als aanleiding Kompas-traject

- Toekomst in opkomende netwerken van ziekenhuizen?
- Verschillende zorgpaden: afhankelijk van waarin patiënt zich bevindt
- Creëert organisatorisch onduidelijk kluwen
 - Multidisciplinair = seriële schakeling, mede gestuurd door (eenzijdig) 'zorgpad'-denken
 - Belang van functionele aansturing
 - Patiëntgecentreerd = "De vraag van de patiënt is heilig"

Algemene directie
Algemeen
directeur
Gedelegeerd bestuurder

Ombudsfunctionaris

Kwaliteit stafdienst

Interne preventiedienst

Vertrouwenspersonen

Afdeling Onthaal en Inschrijvingen

HR & communicatie manager

ICT – stafdienst
KWS toepassingsbeheer

Directiesecretariaat

Data Protection Officer (DPO)

ICT security officer

Medisch departement
-hoofddarts

Medische staf neurologie
Medische staf revalidatie
Medisch consulenten
Ziekenhuisapotheek
Wetenschappelijk onderzoek –
klinische studies
Afdeling medisch secretariaat

Revalidatie departement
- zorgcoördinator
directeur revalidatie

Kinesitherapie
Ergotherapie
Psychologie
Logopedie
Podologie

Sociale dienst
Planning zorg-
programma's
Afdeling dieet

Verpleegkundig departement
Verpleegkundig directeur

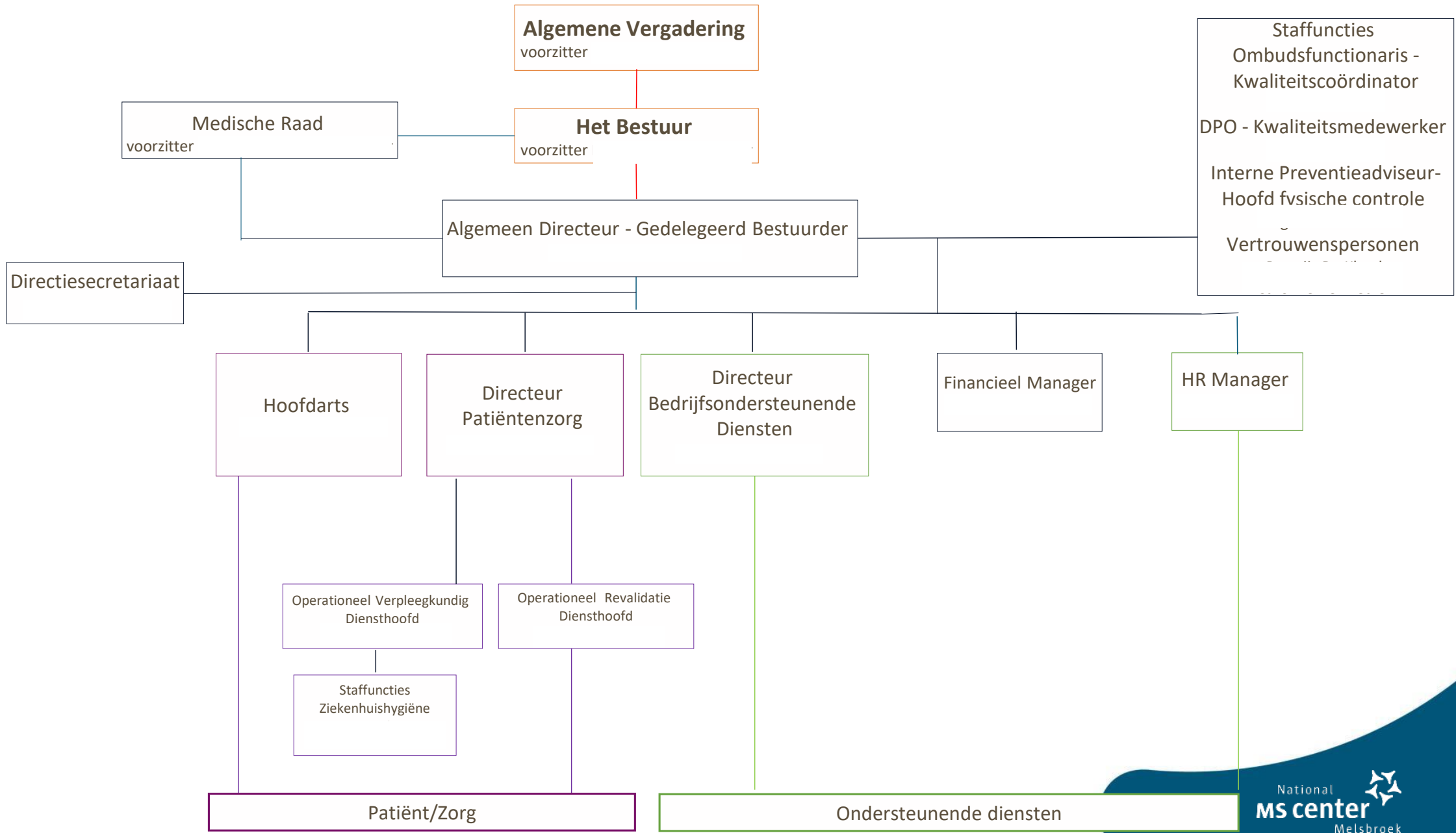
Verpleegafdelingen – mobiele equipe
Polikliniek - Zorgteam
Afdeling ziekenhuishygiëne
Pastorale dienst
Kapster - pedicure

Financieel-administratief departement
-
Financieel directeur

Afdeling Boekhouding
Afdeling Facturatie

Facilitair departement
Facilitair directeur

Afdeling infrastructuur & techniek
(incl. veiligheidsstewards)
Afdeling aankoop en beheer
materialen
Afdeling schoonmaak
Afdeling keuken





- Volledig vernieuwd leidinggevend middenkader en (gedeeltelijk) DC
- Inzet van:
 - Mix individuele en teamcoaching 'Patiëntenzorg' en, bij uitbreiding, hele middenkader
 - Inzet van gerichte opleidingen m.b.t. Welzijn en leidinggeven (Drive)
 - Houden van verander-avonden "samen in verandering"



Algemene reflecties over inbedding leiderschapsontwikkeling

Begrijpen

- Wat is de context van de organisatie?
 - Bv. Financiering, accreditatie, ...
- Historiek van de organisatie
 - In haar geheel
 - M.b.t. leiderschapsinitiatieven: wat werkte wel/niet?
- Aanwezige politieke krachten, bestaande (verborgen) agenda's
- Belang van tijd nemen

Benoemen

- Leiderschap binnen context:
 - 'leidinggeven' is een 'functie' voor de organisatie
 - Definiëren van bedoeling interventie en wat daarin van waarde kan toe bijdragen
- Leiderschap als deel van een consistent systeem:
 - Link organisatiestrategie > HR-strategie > Leiderschap
 - Zorg voor een structureel idee op (middel-)lange termijn waarmee je met kleine stappen succes kan boeken
 - Vertrek van wat je zelf als organisatie nodig hebt, niet van wat consultants binnen brengen of prediken

Bekrachtigen

- Belang van 'symboliek'
- De principes van het 'voorstschrijdend inzicht'
 - Transparantie
 - Eerlijkheid
 - Zelf leren en bijsturen
- Voorzien van ondersteuningsmechanismes 'en cours de route'
 - Aanwezig zijn
 - Tijd nemen
 - Belang van structureren
- Waar mogelijk: monitoren van leiderschapsinitiatieven