

MOTIVATE!

A ToolKit for youth workers

17- 24th of November 2018
Korneuburg, Austria



Erasmus+

*Inter
Aktion*

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INTRODUCTION



This booklet is the outcome of the Erasmus+ Training Course "*Motivate!*" organized by Verein InterAktion. It was created with the purpose of sharing ideas, tools and exercises on motivation for the youth workers working with disadvantaged young people.

The project is designed as a training course with the aim of empowering youth workers by giving them the opportunity and access to solutions and support when they feel powerless. The project was based on sharing experience and developing cooperation networks to address challenges and opportunities of youth work in disadvantaged communities.

During the Training Course, youth workers from 11 different countries (Austria, Germany, Slovenia, Italy, Spain, Poland, Belgium, Romania, Macedonia, Bulgaria, Sint Maarten (Dutch part), worked together on discovering new ways of keeping themselves motivated and motivating the young people from disadvantaged backgrounds they are working with on a daily basis.

Special thanks to **Devision** and their motivation guide for the inspiration and theoretical part in this toolbox. Please check their guide [here](#)



HOW IT WORKS



While the motivation is a very holistic and complex phenomena in human life (as you are going to understand further on in this toolkit), the idea of this manual is to give the youth workers of 21st century, practical, useful and interesting approach to four main motivational theories from 20th century. The main focus that we need to have while working with young

people in the field of motivation must be our own motivation to practice this job. The best way to understand the complex matter of motivation is to complement the theoretical part on ourselves and practice it in our daily life. Our recommendation for everyone is to read the provided theories and apply them on yourself - see what works and what doesn't work for you.

How would the toolkit work best for you?

- Here you will find six sessions developed upon the four motivational theories provided.
- All of the sessions are based on a session planning form, that is suitable for any kind of activity with young people and could be used by youth workers to plan and perform workshops. You can find and download the blank form >> [HERE](#).
- In order to access the sessions developed by every group of youth workers, you will need to click on the picture of the team.
- There is an option to download every session either in PDF or WORD format, so you will be able to adapt them according to your target group.
- We highly recommend you to adapt and test every session according to the specific target group that you are going to work with.
- Don't forget the most important part - **ENJOY** the work with young people and **SHARE** the manual to help other youth workers.

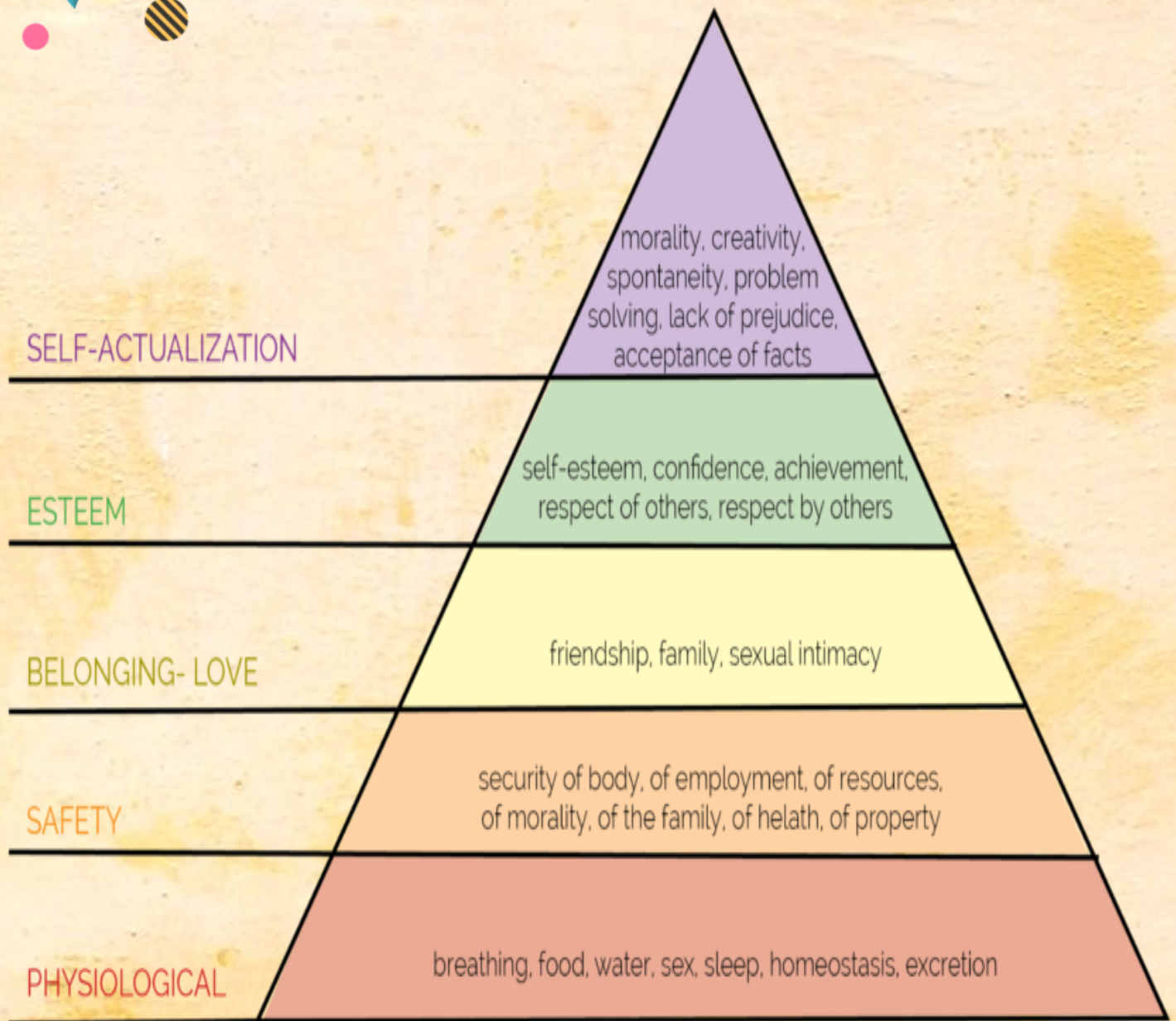
MASLOW'S HIERARCHY OF NEEDS



A theory proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in *Psychological Review*. Maslow's theory was fully expressed in his 1954 book *Motivation and Personality*.

- It is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization at the top.
 - Each of us is motivated by needs.
 - Our most basic needs are inborn, having evolved over tens of thousands of years.
 - Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself.
 - Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development.
 - Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs.
 - Aims and drive always shift to next higher order needs.
- Levels 1 to 4 are deficiency motivators; level 5, and by implication 6 to 8, are growth motivators and relatively rarely found.

MASLOW'S PYRAMID OF NEEDS



"find YOUR future"

PRACTICAL SESSION I

Target group:

- * Young people from 16-18 years old;
- * Students having hard time at school;
- * With difficulties in deciding their future.

Aim:

To motivate young people, empower them and raise their self-esteem.

How many young people can participate?

Between 15-20 participants.

CLICK on the PICTURE for the whole session!



**Access the
editable
version
here!**

AVOCADO SQUARE



"stand up AGAINST gender violence"

PRACTICAL SESSION 2

Target group:

- * Young people from 18-25 years old;
- * University students;
- * Already interested in the topic of human rights (or at least basic knowledge about human rights).

Aim:

Raise awareness on gender violence.

How many young people can participate?

Between 20-25 participants.

CLICK on the PICTURE for the whole session!



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BLUE



Inter-Aktion

the X theory & the Y theory

DOUGLAS MCGREGOR



Social psychologist Douglas McGregor expounded two contrasting theories on human motivation and management in the 1960s: The X Theory and the Y Theory. McGregor promoted Theory Y as the basis of good management practice, pioneering the argument that workers are not merely cogs in the company machinery, as Theory X-Type organizations seemed to believe.

The theories look at how a manager's perceptions of what motivates his or her team members affect the way he or she behaves.

By understanding how your assumptions about employees' motivation can influence your management style, you can adapt your approach appropriately and so manage people more effectively.

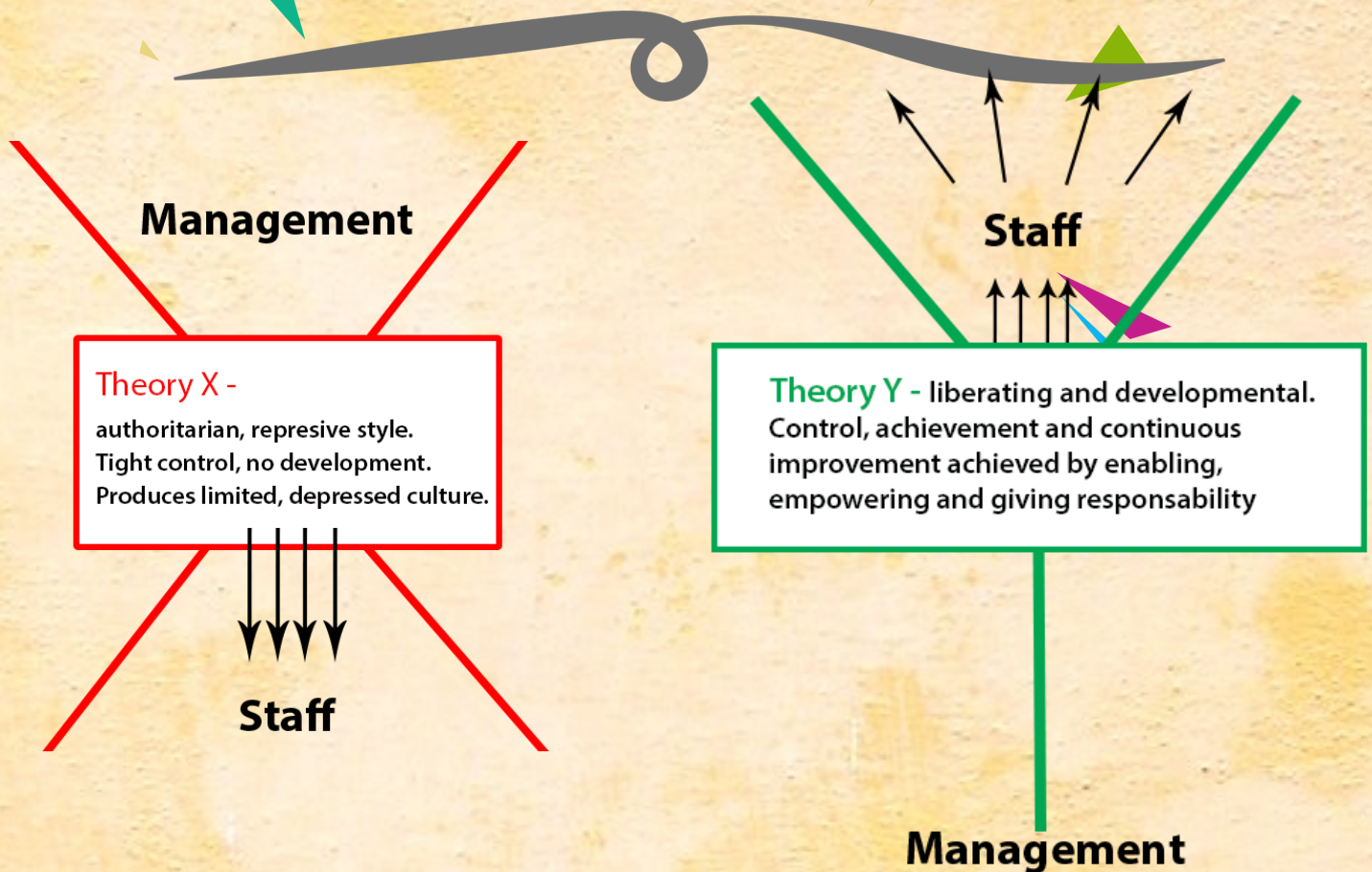
Understanding the Theories

Your management style is strongly influenced by your beliefs and assumptions about what motivates members of your team: If you believe that team members dislike work, you will tend towards an authoritarian style of management;

On the other hand, if you assume that employees take pride in doing a good job, you will tend to adopt a more participative style.

the X theory & the Y theory

DOUGLAS MCGREGOR



This assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management. According to this view, management must actively intervene to get things done.

This expounds a participative style of management that is de-centralized. It assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility.

This more participative management style tends to be more widely applicable. In Y-Type organizations, people at lower levels of the organization are involved in decision making and have more responsibility.

"theater play"

PRACTICAL SESSION I

the X theory

Target group:

- * Young people from 16 to 29 years of age who are working in a factory in a repetitive and boring process, they need the job to pay bills, rents, etc.
- people from 18-25 years old;
- * Most of them are at the beginning of their carrier.

Aim:

Motivate young people to work better in a team.

CLICK on the PICTURE for the whole session!



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GREENIFY



"conflict resolution at the college"

PRACTICAL SESSION 2

the Y theory

Target group:

- * Young adults, 20+ years old
- * Live a normal life and that have normal jobs
- * Some of them struggle individually with confrontation, relationships or family rules, but none of them have major psychological or social issues;
- * They know each other already

Aim:

To work on their problem-solving skills

CLICK on the PICTURE for the whole session!



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THINK PINK



THREE NEEDS THEORY

DAVID CLARENCE MCCLELLAND

Need theory, also known as **Three Needs Theory**, proposed by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context.

This model was developed in the 1960s soon after Maslow's hierarchy of needs in the 1940s. McClelland stated that we all have these *three* types of motivation regardless of age, sex, race, or culture.

achievement - People who are achievement-motivated typically prefer to master a task or situation. They prefer working on tasks of moderate difficulty, prefer work in organization where the results are based on their effort rather than on anything else, and prefer to receive feedback on their work. Achievement based individuals tend to avoid both high risk and low risk situations. Low risk situations are seen as too easy to be valid and the high risk situations are seen as based more upon the luck of the situation rather than the achievements that individual made. This personality type is motivated by accomplishment in the workplace and an employment hierarchy with promotional positions.



The Need for Achievement



Sets and accomplishes
challenging goals

Takes calculated risks

Likes to receive regular
feedback on
their progress and
achievements

Likes to work alone

THREE NEEDS THEORY

DAVID CLARENCE MCCLELLAND



authority/power - This motivational need stems from a person's desire to influence, teach, or encourage others. People in this category enjoy work and place a high value on discipline. The downside to this motivational type is that group goals can become zero-sum in nature, that is, for one person to win, another must lose. However, this can be positively applied to help accomplish group goals and to help others in the group feel competent about their work.

A person motivated by this need enjoys status recognition, winning arguments, competition, and influencing others. With this motivational type comes a need for personal prestige, and a constant need for a better personal status.



The Need for Power

Wants to control and influence others

Likes to win arguments

Enjoys competition and winning

Enjoys status and recognition

THREE NEEDS THEORY

DAVID CLARENCE MCCLELLAND



affiliation - people who have a need for affiliation prefer to spend time creating and maintaining social relationships, enjoy being a part of groups, and have a desire to feel loved and accepted. People in this group tend to adhere to the norms of the culture in that workplace and typically do not change the norms of the workplace for fear of rejection. This person favors collaboration over competition and does not like situations with high risk or high uncertainty. People who have a need for affiliation work well in areas based on social interactions like customer service or client interaction positions.



The Need for Affiliation



Wants to belong to the group

Wants to be liked, and will go along with whatever the rest of the group wants to do

Prefers collaboration over competition

Doesn't like high risk or uncertainty

"perform"

PRACTICAL SESSION

Target group:

- * Young Teenagers aged 15 - 18 years of age
- * Abandoned by their parents
- * They live together in assisted living flats
- * Personality: low self-esteem, some traumatized, abandonment issues, low level of trust in other people

Aim:

Increasing self-esteem of the participants.

How many young people can participate?

Between 8-14 participants.

CLICK on the PICTURE for the whole session!



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Bonnie & Clyde and a
random guy



HYGIENE THEORY

FREDERICK HERZBERG

The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other.

Two-factor theory distinguishes between **intrinsic** and **extrinsic** factors:

Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors.

Motivators (e.g. challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

Motivators >

Will enhance job satisfaction after de-motivators (hygiene factors) are overcome

- Varied work
- Sense of achievement
- Recognition

< Hygiene factors

Will produce job dissatisfaction if not handled well.

- Poor pay
- Company policy
- Continual pressure

HYGIENE THEORY

FREDERICK HERZBERG

According to the Two-Factor Theory there are **four** possible combinations:

High Hygiene + High Motivation

The ideal situation where employees are highly motivated and have few complaints.

High Hygiene + Low Motivation

Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.

Low Hygiene + High Motivation

Employees are motivated but have a lot of complaints. A situations where the job is exciting and challenging but salaries and work conditions are not up to par.

Low Hygiene + Low Motivation

This is the worst situation where employees are not motivated and have many complaints.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He designed it to increase job enrichment for employees. Herzberg wanted to create the opportunity for employees to take part in planning, performing, and evaluating their work.

"social inclusion"

PRACTICAL SESSION



Target group:

- * from 8 to 12 years old with representatives from minority groups.
- * Preferably the participants must have seen each other or belong to the same local community. (for example: the same elementary school, but not the same class)

Aim:

Social inclusion through group activities.

How many young people can participate?

Between 15-25 participants.

CLICK on the PICTURE for the whole session!



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LUCKY BANANAS



Our story

Verein InterAktion

Erasmus+ is the European Commission's Program for education, training, youth and sport and offers opportunities for mobility of learners and staff.

With the support of this programme, InterAktion organizes youth projects in the field of human rights, youth policies, integration of the young people from migrant families and refugees, aiming to encourage intercultural dialogues between the people from different backgrounds and cultures through non-formal educational methods. The organisation promotes active citizenship and voluntarism among the young people in Syria, and contributes to the self-development and the inclusion of the marginalized groups and youth at risk.

Youth exchanges (YE) are open to participants between the ages of 13 to 30 and allow groups from different countries to meet, live together and work on shared projects for short periods. Youth exchanges last between 5 and 21 days.

Training Courses (TC) are the projects for the mobility of youth workers and support the professional development and network of youth workers.

Projects organized and implemented by InterAktion aim to encourage young people to become active and responsible citizens, take part in shaping a more equal and sustainable world and to develop a sense of appreciation of cultural diversity, affirmation of social justice and human rights, as well as building peace.



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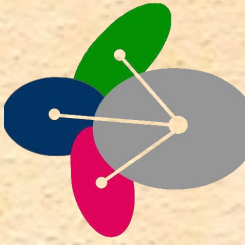
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"If you want to change the world, start with a nap and a shower."

