An instructive case study about Good Work

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Abstract: Today, there is a shift in attitudes that are affecting everyday life at work. This change will have an impact on the workplace, with the consequence that sooner or later employees will reevaluate long hours spent at work and create a need for personal and professional development. Through a case study, we demonstrate how motivation can be inhibited by the lack of autonomy and creativity. We look at ways to create Good Work and make suggestions for successful collaboration within an organization.

Keywords: experience, Motivation 3.0, self-knowledge

1   A different aspect of motivation

Daniel H. Pink presents a new approach in terms of motivation in his book. This is called Motivation 3.0, which is based on traditional theories. In the first chapter of his book, he argues the use of punishment and reward as motivational tools. He provides his claims through examples and experiments. The most illustrative tool is the market growth of Microsoft and Wikipedia. Microsoft has started with a huge competitive edge, qualified experts were participating in the project and were paid very well. In contrast, Wikipedia had volunteers on team, they were not paid for their work and they didn't go to the office every day. They had outgivings again and again. After a couple of years, Microsoft couldn't follow Wikipedia and it became the market leader. At this point might fail the assumption, that external incentives and effects lead a company to success. Pink (2010) draws a parallel between the well-established work methodologies and the operating system from IT. He claims, that we live our lives regarding rules, frameworks, and behavior patterns. Motivation 2.0 is about this statement, how mechanical can be the working process in our life if we do it for maximizing the profit. If the activity depends on other conditions, self-dependence, and eagerness will be reduced and

we will lose the motivation to create something good. Kindergarteners were involved in the experiment, how they accomplish if there are promised a reward and how it influences their performance if they do it just for the experience. The result has shown that the children who had drawn for the experience were more successful than the other ones. Another experiment showed that offer a reward blocks the creativity and individuum solves the problem slower than they would participate in brainstorming (Pink, 2010).

Pink shows "The candle problem," a psychological experiment created by Karl Duncker in 1935. A person is brought into a room and given a candle, a box of thumbtacks and matches and asked to attach the candle to the wall so that the wax doesn't drip on to the table. Two groups of people are offered the problem — the first group is simply timed and the second group is offered rewards. It takes the second group three minutes longer than the first group to solve the problem.

The person who can solve the candle problem is one who, rather than seeing the box as a receptacle for the tacks, sees it as something that can be used in the solution. The box is tacked to the wall and the candle placed on it. This experiment has shown that incentives actually block creativity. The experiment was repeated over and over again and had the same results (Pink, 2009).

Figure 1: "The candle problem"

Source: Pink, 2009

1.1 Three elements of Motivation 3.0

Daniel Pink (2010) distinguishes between autonomy, mastery, and purpose as the major components of motivation.

• Autonomy

Autonomy is the need to direct our own life and work. Our life should not depend on the circumstances we need to have control over it. To be fully motivated, we might be able to control what we do, when we do it, and who we do it with.

According to Pink, autonomy motivates us to think creatively without needing to conform to workplace rules. This engagement can not be established by external incentives. Autonomy refers to the fact that money doesn't motivate anybody, because people are paid for their work. It is a fundamental factor and not a motivator.

The IT Australian company, named Atlassian has tested the effect of autonomy of their employees. They had 24 hours to deviate from the daily working routines and use this time out for unusual projects. At the end of the day, they demonstrated their ideas to the leadership. Several ideas came into their mind to optimize their processes and they have solved problems which they can not imagine before. After the experiment, Atlassian gave the right them to work independently in 20% of work time. The same methodology appears on Google. The best applications are born in this 20%.

- Mastery

Mastery is the desire to improve and be better. We are sometimes impressed by what others do to give their best. In order to improve their skills, they practice on the piano, learn languages or do sports day and night. If you are motivated by mastery, you'll likely see your potential as being unlimited, and you'll constantly seek to improve your skills through learning and practice. The desire to do these things comes from inside, we don't do it for earning money or it is not inspired by external incentives, we just do it for the experience. Volunteer work is a common phenomenon, we spend our free time with activities which make us satisfied.

- Purpose

People may become disengaged and demotivated at work if they don't understand, or can't be the part of the "bigger picture." In order to encourage them, it might be useful to help to find some purpose in their work. But those who believe that they are working toward something larger and more important than themselves are often the most hard-working, productive and engaged. Inner incentives are independent of the grounded of external frameworks as money and environment (Pink, 2010).

1.2 Punishment encourages to find a loophole

According to observation, motivation has a key role in making moral decisions. In fact, we do something to feel happy, we don't think about it to be not on the straight. We are looking for loopholes if our decisions are driven by external factors. It is happening when we discuss punishment. It seeks us to find loopholes, mind creates the fear and actions will become mechanical. Daniel Pink illustrates in his TED talk when he can be used the reward system "If when" (Pink, 2009). It is useful if we do our daily routine tasks, which are based on logical theories. The right cerebral hemisphere can take a rest, the left one is responsible for logical

thinking. The benefits, that we get for this tasks lead us to reach better and faster results. This was the main idea of the above mentioned "Candle Problem", but here were used incentives for logical thinking, not for the creative one. As a leader, we might ensure our colleagues that we realized the monotony of the given task but it is also an important part of the whole process. It motivates them to accomplish it if they receive positive or negative feedback or financial goods.

Pink (2010) distinguishes between two types of behavior. The difference between intrinsic and extrinsic motivation lies in the reason for doing something. Extrinsic (X) motivation refers to doing something not for its inherent enjoyment, but for a separable outcome, such as receiving rewards or avoiding punishment. Intrinsic (I) motivation is something that comes from within and can be as simple as the joy one feels after accomplishing a challenging task.

The author conducts thorough research about what are the factors that have the biggest impact on the individuum in the organization. Firstly, autonomy might be underlined. The growth of productivity, eagerness, and understanding can be measured, even social competencies if we have enough space to do our job. People usually have the desire to be a part of constructive activity. Autonomy has an important role in this case because we will have the need to create something excellent. It inspires us for continually learning and developing and we won't feel that we are always under control. Mastery and professional development required to take efforts.

2 An instructive case study

Sára was a member of the team of the logistical center. She was hired after her graduation. Since her first workday, she has worked on to be better. Her main tasks were to ensure the delivery of orders to the suppliers and coordinate most of the supply chain processes and plan the allocation of goods. She was satisfied with her projects even she could use German and English languages. To have a better look at this organization it is crucial to emphasize that the hierarchy was very dominant and there was no opportunity for creativity.

One day she and her boss were invited for a meeting at the Headquarter office of the company. She was very excited all day, she was interested in all the details of the current projects. After this attendance, she decided that she will more dive into the work and wants to get a position in the Headquarter.

She was working a lot, taking all of the new projects to prove her leader that she is suitable for the higher position. She even neglects her family and friends, lived for the work. After a half-year, she had her fill of this situation and applied her leader that she thinks she is ready for the new challenges. Her leader rejected it, his thoughts were reflected in his behavior. His attitude was negative didn't give her the opportunity to prove. She lost her motivation, didn't find anything interesting or challenging in her daily work, neither in the new projects.

There are two questions that should be answered. Did she handle this situation in the right way or there were other ways to communicate her purposes?

László Bock (2015) mentioned in his book, that we spend most of our lives at the workplace. We might seek to find the most suitable work for us, as it won't be not only a tool to achieve our aims, but it will become the aim where we can serve others. Sára lost her motivation because she didn't start to work more hardworking for the experience as before. She wanted to be better in order to get a higher position. György Csepeli (2001) called this phenomenon "instrumental learning". If we go out from this fact, Sára should have said her purpose to her boss earlier and not just refer to it (Schulz von Thun, 2012). Clear communication could have helped her to avoid the misunderstandings and her boss might have supported her.

The second question is related to her boss. How should he have reacted in the right way? He might have faced her changed behavior after the meeting at the Headquarter. "Complementary relationship" can be observed between leader and employee (Schulz von Thun, 2012). It means that there is a hierarchy between them and what is allowed for the leader it is forbidden for the employee. Her boss was not interested to seek the reason for her misbehaving. He might have had the tools which could have influenced his workers' behavior. To demonstrate his professional approach the adequate style of communication and professional terminology are essential. He blocked all of the communication tunnels and didn't pay any attention to gather information about the positions at the Headquarter in order to make the first steps to support his employee.

According to Sára, the lack of self-dependent and creativity are the main blocker of motivation. In Delphi was already shared the message: "Know yourself!" Different disciplines attend to self-knowing as a strength of the individuum. They claim that if we learn our skills and competencies it can help to drive our lives consciously and we can handle the different situations easily.

In essence, leaders should support their employees at the beginnings in order to build the bridge between them which can help avoid unpleasant consequences. Conscious behavior can be a basis for growing performance and collaboration.

3   First steps to a successful collaboration

The organization has always determined mission as the different departments should have one. According to Bock (2015), it should not be based on the economic benefits or on the market leader position, but on a more sensitive personal mission. It might come from the function of the department in order the employees feel to be a team player. It can help if the employees meet personally with who they work. If they have personal contact, work is bounded with emotions and performance will be increased. All of the participants can get to

know each other, either the processes. Indeed, better decisions will be made if they can identify each other at a personal meeting. If our work will be useful for others we try to give our best to make the customers and our colleagues satisfy.

As another pillar can be mentioned the communication in order to strengthen the inner cohesion of the team. It based on the theory that every information should be shared even if it is irrelevant. To writing "Memoirs " serve this aim during the meetings. Bock warns us, that we need to take our time for these "Memoirs" because it helps usually if someone couldn't attend the meeting.

The third pillar of successful collaboration is to giving feedback back and forth. Feedback helps us to recognize others' opinions. It is important to underline, that this can happen in the environment which is capable of it (Bock, 2015).

If a process is not applicable it can be changed. Humans can adapt to the environment unless they do not reach their limitations. However, if someone should accept a not suitable situation, it will be appeared in self-confidence and can not verbalize self (Schulz von Thun, 2012).

Teamwork could be an excellent opportunity to make the team stronger. Their performance will be materialized and they feel useful. If these successes will be followed by honor, it could be observed that people won't be work under pressure, they will seek the "flow" experience (Csíkszentmihályi, 1997). It is good to know where our strengths lay because we can focus on it in a better way.

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