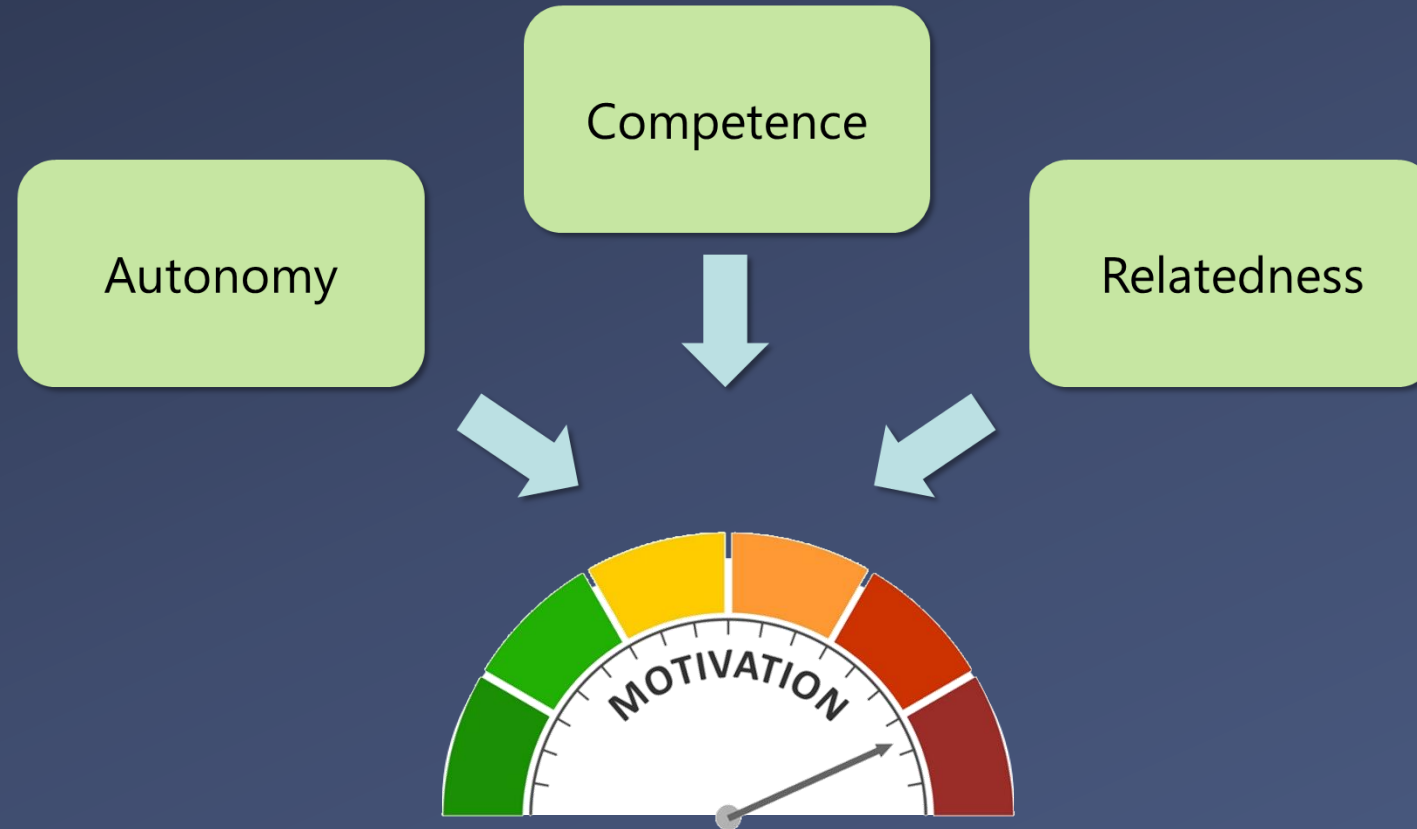


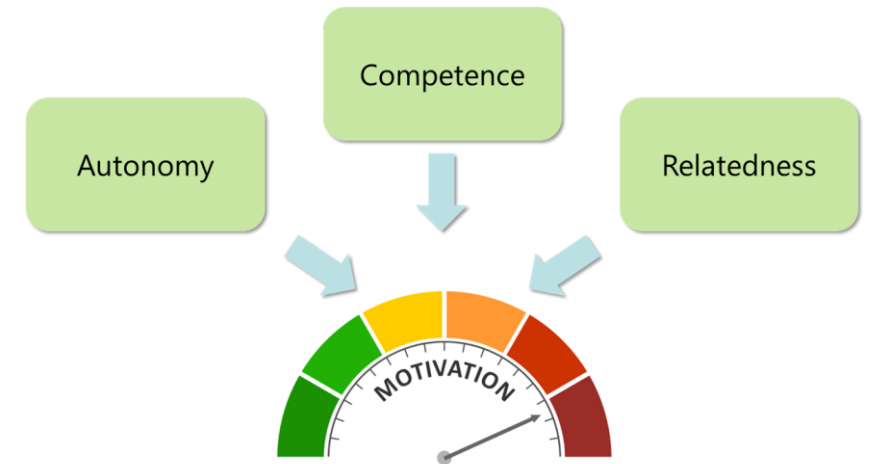
# Motivation according to Deci & Ryan



# Three basic psychological needs for motivation (Deci & Ryan)

According to Deci and Ryan, every person has the need for **three basic psychological needs** to be **enthusiastic** and **engaged**:

- **Competence**
- **Autonomy**
- **Relatedness**



The need for **competence** is about trusting in your own ability to perform your tasks well. The need for **autonomy** is about making your own choices and being able to operate with a certain degree of independence. The need for **relatedness** is about feeling accepted, appreciated and connected to your fellow project members. It also concerns your connection to the project goal, what you are doing it all for, for whom and why.

Source: *The complete project manager, 2016*

# Deci and Ryan's self-determination theory

So when motivating employees, it is important to satisfy these three basic needs. There are a few more things to say about how to do that based on **Deci & Ryan's self-determination theory**.

Deci and Ryan conducted **a study among two groups of students**. Both groups were presented with the same puzzle that they had to develop solutions for. The first group was paid for each solution they turned in. The second group was not promised a reward at all. After the assignment was completed, the test subjects were given the chance to keep playing. It turned out that the people in the first group were far less motivated to keep going than those in the second group. **The rewards they received made them play for a reason other than their own enjoyment.** They were no longer driven by their intrinsic motivation.

**Curiosity and intrinsic motivation are naturally present in people, but they are also vulnerable.** Project managers who want to perform well with their team will have to deal with that. At the start of a project, people will not be motivated instantly. In response, many supervisors tend to start pushing their employees to perform. However, the self-determination theory shows that being pushed is actually counterproductive. This is known as the **paradox of achievement**. *Giving out rewards is another way to exert control over other people, which also reduces their autonomy to act on their intrinsic motivation and take responsibility.*



Source: *The complete project manager, 2016*

# Deci and Ryan's self-determination theory

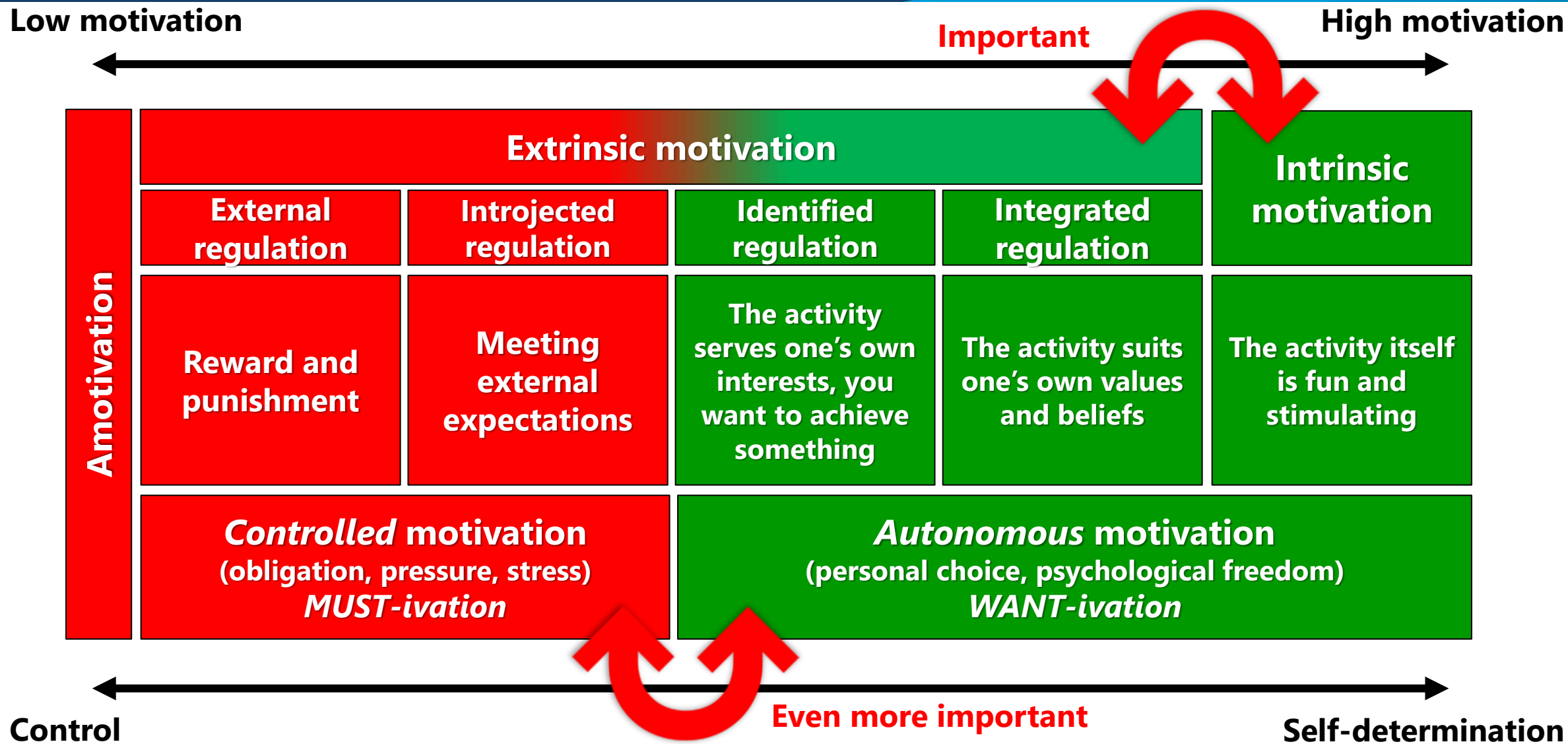
Deci & Ryan's **motivational continuum** shown on the next slide summarizes all of this in detail. **Intrinsic motivation** is the ultimate goal. It is born purely out of one's interest in, and enjoyment of, the activity itself. Intrinsically motivated people show more understanding, work harder and are more perseverant and creative.

However, no project consists solely of fun tasks. That is why we will often have to rely on externally oriented motivation: **extrinsic motivation**. The model shows that extrinsic motivation is not necessarily a bad thing. There exist "good" and "bad" external influences. **Good external influence** gives people a sense of autonomy, just like intrinsic motivation. Being able to make their own choices and act independently will energize your employees. On the other hand, **being motivated through control, the obligations forced upon them or guilt** will both drain their energy **and it only works as long as that control is there.**

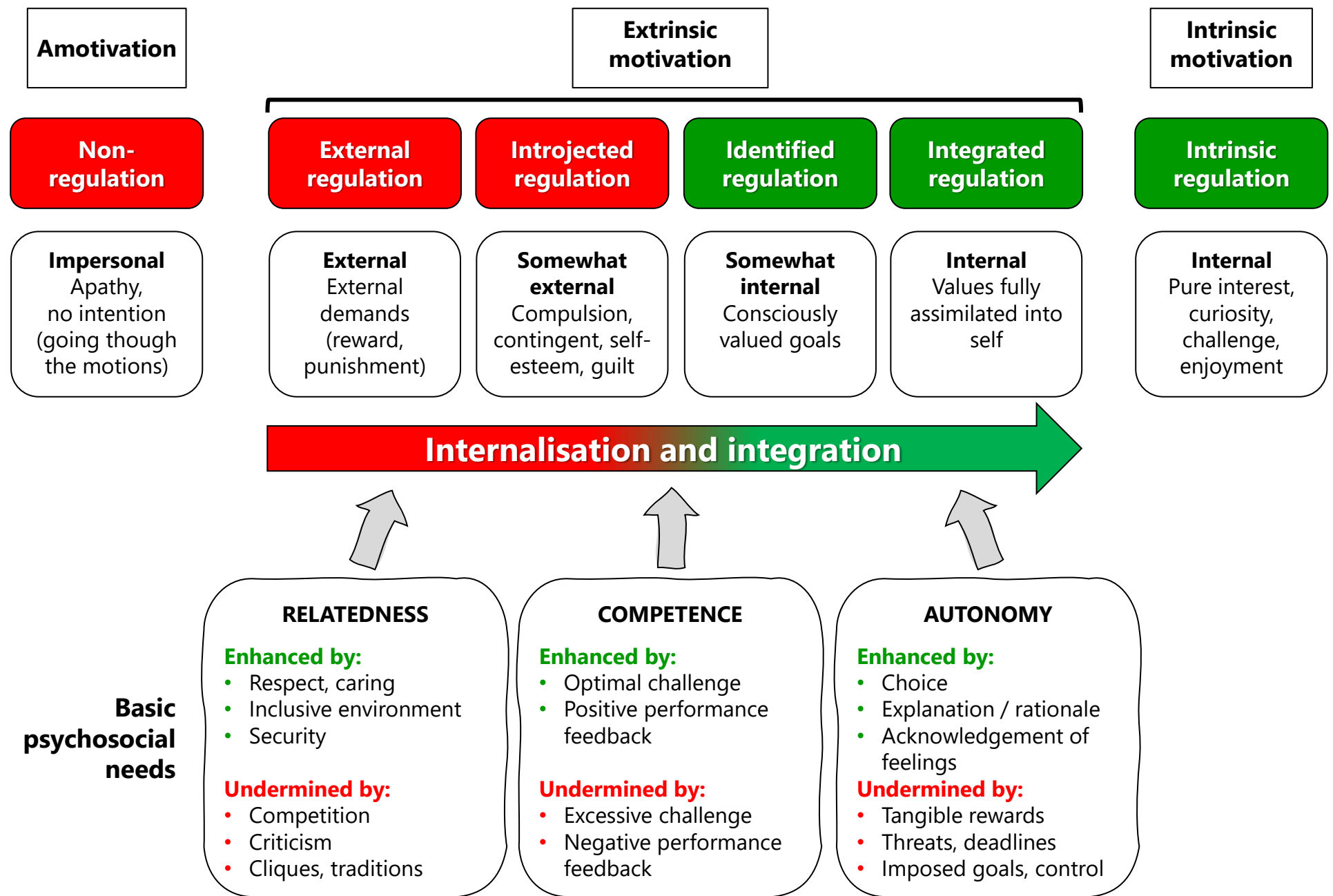
*Deci and Ryan show that the difference between autonomous and controlled motivation is more important than the difference between intrinsic and extrinsic motivation. That is good news for project motivators.*

*Source: The complete project manager, 2016*

# Deci and Ryan's motivation continuum

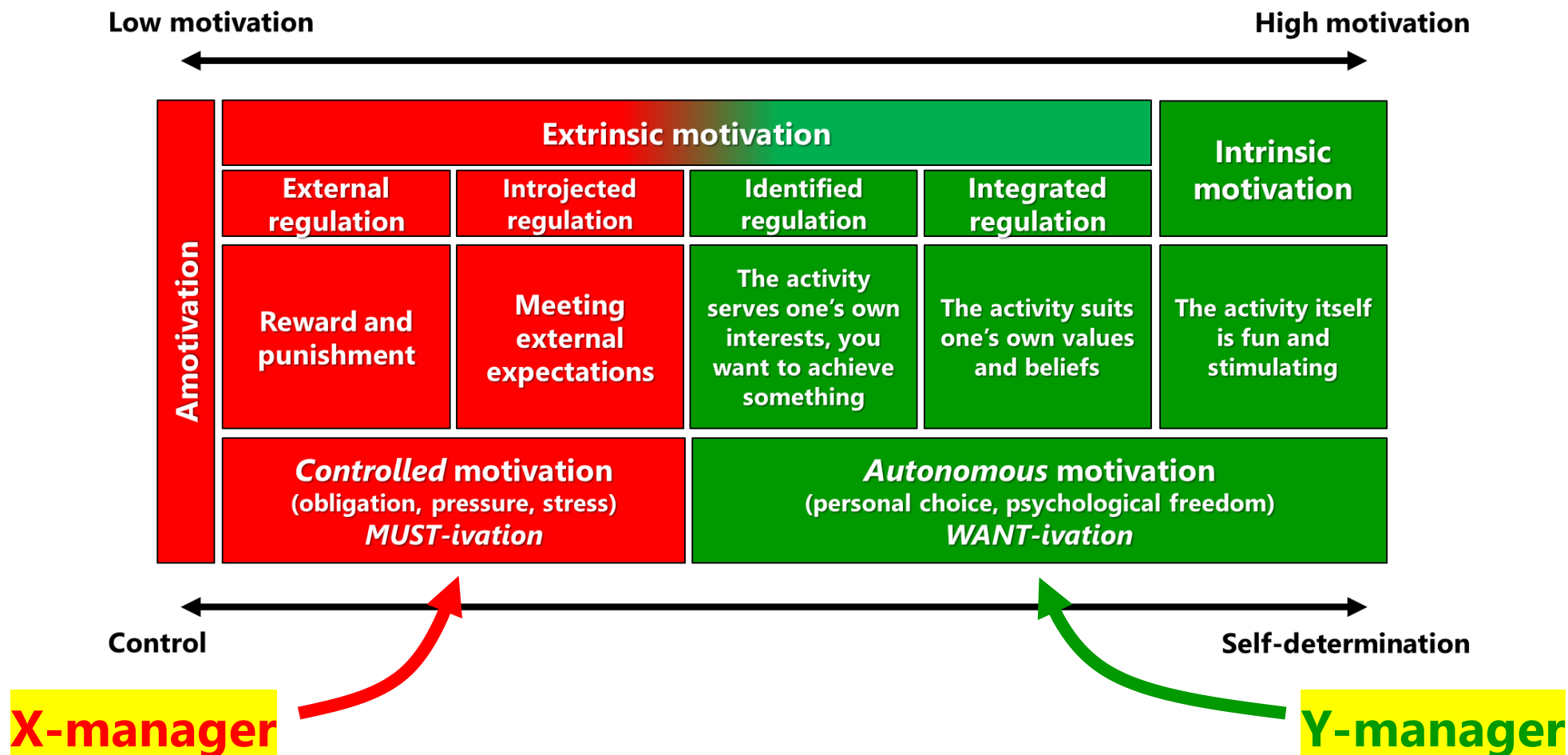


Source: Deci & Ryan, 2002



Source: Anthony R Artino, George Washington University, 2016

# Integration with X en Y theorie of McGregor





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