

Employee Motivation

Behavior Modification in Four Steps

By referring to the results it is possible to see what patterns of modification work best. The following is a trusted four-step pattern for behavior modification:

1. Define the behavior to be modified.
2. Record the rate at which that behavior takes place.
3. Change the consequences which result from that behavior.
4. If this does not succeed in preventing the behavior, change the consequences to a greater or lesser extent.

A History of Expectancy Theory

Victor Vroom is a much-respected professor and researcher in the business world, and works at the Yale Business School as well as serving as a consultant for some of the world's most successful companies. This elevated status is due in no small part to his expectancy theory of motivation, which addresses the reasons why people follow the path that they do within corporations. His proposition was that behavior results from choices made by the individual where the choice exists to do something else. The underlying truth in this theory is that people will do what works out best for them. The important element is the outcome.

Vroom worked on this theory with fellow business scientists Edward Lawler and Lyman Porter. The theory dates back to 1964 and is still widely used by professors. While the process is characterized as **Effort, Performance, Outcome**, and more specifically as **E>P** (increased effort leads to a greater performance) and **P>O** (increased performance brings a better outcome), he takes notice of the fact that greater effort will not happen all by itself. What makes a satisfactory outcome for one individual may not necessarily work for another.

Identifying Your Personality Type

Equally, all of these people, and others, play a major part in making up a workplace.

- Without the problem solvers, an organization would be in trouble if things deviated from the plan as laid out.
- Without consensus seekers, it would be easy for a problem solver to become too autonomous, solving the problem to their satisfaction without being particularly concerned for how others felt about the solution.
- Without the nurturers, people would feel that a problem could too easily become a crisis.
- Without the humorists a bad situation would depress everyone.