

*Implications for
Motivational Strategies*

**The 21st Century
Extension Professional
in the Midst of
Organization Change**

**The Personnel and
Organization Committee
of the
Extension Committee on
Organization and Policy**

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Foreword

The Personnel and Organizational Development Committee (PODC) undertook a study in early 1990 to identify motivators and de-motivators among Extension professionals, given a rapidly changing world and work environment.

The report was designed as a quick-study linking the effects of organizational change on the future motivation and development of Extension faculty and staff. In organizational change, it is important to look at the organization's culture, i.e., the norms, beliefs, and traditions; for the culture must remain congruent with the structure. Therein lies the difficulty because an organization may fail to consider the cultural changes necessary to ensure a successful reorganization. The motivational strategies identified are divided into four broad categories. They can be individually studied or taken as a group for the potential decisionmaking within each State organization.

A subcommittee of PODC worked with a volunteer researcher, Extension Home Economist, Lu Harper, University of Missouri, West Plains, Missouri, who conducted a literature search and worked with the group to delineate implications for CES.

This paper synthesizes very important concepts in a general way. To make the best use of it, it is suggested that both State Extension Directors and Administrators as well as those responsible for human resource development read this study and devote time to determining implications for their own future organizational structure and culture, policies and procedures. The list of references can provide additional information on many of the topics within the report.

Harper's full master's thesis, *Organizational Restructuring and Development of the Twenty-First Century Extension Professional: Implications for Motivational Strategies*, may be requested from Richard McCallum, Extension Education, 809 Clark Hall, Columbia, MO 65211.

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The 21st Century Organization

How are the 21st century organization and the motivation of its future professionals linked? A national literature search identified motivators and de-motivators among Extension professionals confronting a rapidly changing world and work environment.

Online searches revealed that research before 1985 was closely tied to old organizational paradigms. Consequently, the search turned to the most recent research reports, journal articles, and books about organizational restructuring and human resource management in attempt to provide the Cooperative Extension System (CES) and its leaders with insights on the future. In the work of one author after another, the same few themes or concepts surfaced regardless of the organization or corporation studied.

Futuring Panel Reports developed for the CES Strategic Planning Council hint strongly that the Cooperative Extension System must change if it is to survive. Other authors note that present day organizations and corporations will change or die. In a detailed analysis of 21st century organizations, *Workplace 2000*, the final word is that the organizations which do not restructure or change will not survive the 1990s.

Characteristics

What will the 21st century organization resemble? Futurists and demographers both identify several characteristics:

- **More women, more minorities, more women clientele.** This leads to other implications for change in organizational policies regarding child care, elder care, maternity leave, flextime, and flexible benefits. By the year 2000, minorities will make up 15 percent of the work force.
- **More older workers.** As life expectancy increases, a growing segment of the work force will want to stay on the job for more years. As this happens, organizations will need to change retirement policies.
- **Increased employee interest in the human factor of the organization.** Employees will want to have a say in the decisionmaking process. Motivation here will be more intrinsic (as the individual strives to satisfy psychological needs) rather than extrinsic (dealing with the materialistic and physical issues).
- **Increased need for retraining and retooling.** According to the Rand Corporation, by the year 2000, the average worker will require training as many as thirteen times in his or her lifetime. This pattern indicates movement away from a linear life plan of education, work, and death and toward a more flexible arrangement in which a person moves in cycles of education, work, and leisure.

- **Streamlined structure.** Organizations will be flatter, leaner, and employee- or team-driven versus employer-driven. These organizations will be more flexible and agile, with shortened response time.
- **Flexible starting patterns responding to issues immediately.** Staff may be multistate, multiregion, national, and international with various issue-based specialties.
- **Task-focused, ad hoc teams will be the norm.** Employees will be involved in all phases of a project; they will report to top management, thereby eliminating middle layers of bureaucracy.
- **Adoption of a systems approach.** This strategy will call for a change from managers to leaders and will necessitate a different approach to relationships with employees.
- **A spirit of innovation and entrepreneurship.** Empowered individuals are encouraged to look for opportunities for taking the initiative and being innovative. Strategic Intent (Hamel and Prahalad, 1989) further promotes inventiveness by reallocating resources and motivating people.
- **More fluidity—free-form model versus a rigid, uniform structure.** It will be a flex-firm model in which units may draw information, people, and money from one another and from outside organizations as needed (Toffler, 1990). More opportunities for international training and collaborations with other agencies and organizations will occur.

Organizational Restructuring

Organizations and corporations undergoing restructuring or reorganization often develop a well-defined mission and vision and an organizational structure suited to implementing this new focus. A vision articulated and commonly shared throughout the total organization is a binding force that generates power. This shared vision enables the organization to focus on mission and goals. The restructuring process reflects the organization's commitment to the vision and produces a staffing pattern to support goals with an effective workforce.

In the corporate world, a spirit of innovation and entrepreneurship accompanies restructuring. The new organizations are horizontal in structure, much flatter and leaner than business firms of the past. More fluid, these new organizations are free-form models deliberately designed to change shape and respond quickly to demands. These high-commitment work systems achieve synergies through teams and mindsharing, with the whole greater than the sum of the parts. Ad hoc teams report to top management. This approach empowers individuals to take advantage of opportunities for initiative and innovation in an organization that is more focused and team-oriented.

The orientation of the new style organization is systems thinking. Systems thinking is a conceptual framework that integrates the individual organizational units or systems into a whole and makes understandable the full vision or picture.

Although each team has a specific job or purpose, it is part of a greater whole. The parts are bound by an invisible thread of interrelated actions that support the shared vision.

Organizational Impacts

In developing strategies for restructuring, effective human resource management is a key to organizational success. It is vital to innovative, creative programming.

Strategies for development and motivation of the emerging workforce must change to coincide with organizational restructuring.

The vision of an organization's top leaders and their ability to articulate that vision to the employees greatly affects the recruitment, hiring, and development of staff.

The reinforcement of staff members who support the vision is essential and shows other staff members what is valued.

Career development and enhancement for the individual employee are an important part of the overall structure. To move through the 1990s, this part of human resource management should be synchronized with other organizational restructuring strategies.

Instruments and methods of performance appraisal must reflect the organization's vision and mission and the extent to which staff members are implementing that vision. In addition, feedback from managers across the organization is a necessary part of employee development. Also, a compensation and reward system for employees needs to be developed that reflects both the emerging vision and structure.

The research on motivation, summarized next in this report, indicates organizations must do constructive restructuring to revitalize and be synchronized to societal changes for the 21st century. By contrast, organizations are disappearing from the scene if they merely downsize mindlessly, without making the hard decisions to change their organizational structure.

Motivation: Human Resource Management

“Training in the human resource management package must include vision, organizational effectiveness and leadership, culture, external and internal forces that affect organization accomplishment, teamwork strategies, mind expansion for problem solving, creative thinking, global impacts, as well as technical skills update.”

Harper, 1991

Management of human resources is the key element to a viable, energetic Cooperative Extension System now and into the next century. Human resources professionals and managers, through new employee development strategies, can build a strong, motivated, committed workforce for the organization. Motivation of employees in the future will be closely tied to CES policies of organizational management and administration.

The human resource development process should reflect the Extension organization’s vision and mission. The following steps are vital elements in this synergistic human resource development process.

Selection

Developing a profile for selecting and hiring new staff and faculty to support the vision and mission is a necessary first step. This profile should reflect:

- Academic requirements;
- Problem-solving ability;
- Creative thinking ability;
- Team-player attitude;
- Initiative, self motivation, and creativity;
- Flexibility and adaptability;
- Demonstrated communication and technology ability;
- Openness to learning necessary skills;
- A commitment to a diversity and pluralism within the organization; and
- People skills.

Interviewing

In interviewing job candidates as potential employees of the 21st century Extension organization, staff need to include:

- Selection of interviewers who understand and share the vision;
- Discussion of the mission/vision with job candidates;
- Information about the organization’s criteria for success; and
- Job requirements and expectations.

Orientation

All organizations are concerned with the cost of turnover. Retention of employees is important to future success. Retention strategies include:

- Mentoring, coaching, and other support systems;
- On-going orientation programs;
- Self-study learning opportunities;
- Supervisor accountability for developing their people; and
- On-going professional development opportunities.

Professional Development

The continuing professional development of faculty and staff will be necessary to meet the demands and expectations of the new workplace. This training needs to emphasize:

- Vision, mission;
- Organizational effectiveness;
- Leadership;
- Organizational culture;
- External and internal forces;
- Teamwork strategies;
- Creative problem solving;
- Global impacts; and
- Technical skills.

Career Development/Enhancement

People are the organization's key to success. Career-planning activities strengthen the individual and add value to the Extension organization, including:

- Development of multi-skilled people with multiple roles;
- Management training; and
- Support for individual long-range career plans.

Compensation

Compensation in the next century will be different. New approaches the compensation for desired performance and achievement include:

- Payment for skills, performance, teamwork, and innovation in support of the mission and vision.
- Bonuses, promotion ladders, recognition, and other incentives.

Motivation: Intrinsic and Extrinsic

“Motivating the employee of the year 2000 and beyond will require a well developed organizational vision, with a dynamic leadership and a sophisticated Human Resource Development Team to implement staff management. With the passing of the reward and punishment system or ‘carrot and stick’ approach to management comes a need for a greater understanding of what motivates an employee to work. What turns them on?”

Harper, 1991

Research

Research reveals two different schools of thought on motivation for employees— intrinsic and extrinsic.

Before the 1980s, most organizations motivated employees through extrinsic factors. Today’s and tomorrow’s employees will be highly motivated by both factors.

- Intrinsic factors refer to the psychological needs fulfilled by achievement, recognition for achievement, the work itself, responsibility, and growth or advancement.
- Extrinsic factors refer to the biological needs fulfilled by the hygiene factors of company policies, interpersonal relationships, working conditions, salary, status, and security.

Job Enrichment

Job enrichment, in particular, continues to be identified as key to designing work that motivates people. Ingredients of future job enrichment include:

- Control over resources;
- Self scheduling;
- Personal accountability;
- Direct communications;
- Authority;
- Direct feedback, as interpreted through new learning, unique expertise, and feelings; and
- Nurturing relationships with clients.

Organizational Success

To be successful, organizations need to match their leadership or management style to the motivational factors of employees. Successful CES managers will need skills in:

- Being coordinators rather than controllers.
- Using praise, appropriate feedback, and guidance to achieve positive interaction.
- Developing and maintaining a community climate.
- Involving employees in planning and decisionmaking.
- Providing work experiences that make individuals feel that they make a difference.
- Encouraging employees to be innovative, creative, and responsible.
- Adjusting compensation plans to fit a team approach.

Motivation: Empowerment and Employee Commitment

The organization of the future will seek to motivate employees to be responsible self-controllers who coordinate their personal needs and goals with those of the company.

Empowerment

The following are organizational means to empower employees and foster their control over major aspects of their work:

- Identification and removal of conditions related to powerlessness.
- Organizational redesign through information and resource sharing.
- Employee examination of values and beliefs concerning individual autonomy.
- Communications training and influence skills building.
- Commitment to let go of some control in favor of participative management.
- Commitment to a long-term program of changing the organization's management.

“Under the commitment strategy, performance expectations are high and serve not to define minimum standards but to provide ‘stretch objectives’, emphasize continuous improvement, and reflect the requirement of the marketplace. Equally important to the commitment strategy is the challenge of giving employees some assurance of security, perhaps by offering them priority in training and retraining as old jobs are eliminated and new ones are created.”

Walton, 1985

Building Commitment

Commitment of staff members is tied to the utilization of their full potential on the job and to the knowledge that their contributions are valued and recognized. This involvement results in:

- Employees who feel valued.
- Managers with clear expectations regarding acceptable employee performance.
- An organization that inspires employees to be great.
- Limited special treatment or differential status within the organization.
- Creation of challenging jobs throughout the organization.

Work Group Morale

High morale in the workplace is defined as pride in what you do, enjoying the people you are working with, and trusting the people you work for. Necessary components include:

- Assessment to match the position with an employee's attributes, thereby raising both morale and job satisfaction.
- Development of organizational practices and policies in relationship to job characteristics of work group functions, management for empowerment, and economic rewards.
- Fairness in the workplace, reflecting organizational integrity, expectations, equity, influence, justice, and respect.

Motivation: Team Models

“There has never been a greater need for mastering team learning in organizations than there is today...Despite its importance, team learning remains poorly understood. Until there are reliable methods for building teams that can learn together, its occurrence will remain a product of happenstance. This is why mastering team learning will be a critical step in building learning organizations.”

Senge, 1990

Teams and team systems, introduced to American industry in the last decade, are changing the look of the workplace. Until recently the term “team” was loosely used within the Cooperative Extension System to designate the involvement of more than one person in an activity or program. This conceptual model of teams and their value to the organization is changing in the 1990s.

Value of Teams

Team synergies are greater than the sum of the parts. However, a group of people working together do not necessarily constitute a team. To succeed, a team must be:

- Viewed as part of the organizational structure and policy.
- Supported by top management.
- Given necessary time and resources to develop collective thinking, capacity building, conflict resolution, and mutual respect.

Self-Managing Teams

Generating ideas and addressing complex issues by synergized teams cannot be boxed into linear time frames characteristic of traditional thinking and problem solving. Self-managing work teams need to be a part of the CES restructuring plan for issues programming. Team characteristics include:

- Self-sufficient and semiautonomous, with clearly negotiated objectives, tasks, and schedules.
- Nonvoluntary, with all members expected and required to attend team meetings, work on projects, and participate in team activities.
- Team goals placed above individual personal goals.
- Reduced layers of management.
- Management role of individual facilitator rather than controller.
- Shared responsibilities for performance and quality.

The synergies of the team are in proportion to the synergy released by each individual in relation to their team commitment and involvement. As it moves into the 21st century, the Cooperative Extension System needs to choose highly motivated individuals to serve on teams and to highly motivate the individuals chosen to serve.

Implications for Cooperative Extension Service

The Cooperative Extension System must make some hard decisions if it is to become a healthy, viable, creditable educational 21st century organization. To assist in this process, this listing adapted from Harper's thesis is included as a discussion piece for organizations within the Cooperative Extension System.

- The Extension System, designed to serve the needs of society in the 20th century Industrial Age, carried out its mission successfully. However, if the System is to continue serving the needs of people into the 21st century, the total organization needs to restructure to close the gap between present capabilities and the emerging needs of the future.
- Further research should be conducted to determine the organizational structure that will best serve the needs of the Cooperative Extension System and its clientele as the System moves into the 21st century. When that is established, motivation and development of the 21st century Extension professional can be more clearly defined and addressed.
- The future organization of the Cooperative Extension System needs to be fluid, with the ability to change shape and respond quickly to societal needs. High commitment work systems achieve synergies through teams and mindsharing, with the whole greater than the sum of the parts. Ad hoc teams report to the top, eliminating much of middle management. The 21st century Extension organization will be a systems thinking organization.
- Cutting-edge corporations and organizations are restructuring for greater flexibility to respond to rapid global changes. Unless the Cooperative Extension System develops a fluid organizational system to respond quickly to societal issues with all available technology, research, and information, it will be left behind.
- The types of changes for the Cooperative Extension System necessitated by changing societal forces imply a change in the culture of the organization. Therein lies the resistance and turbulence to the restructuring process. Just as the culture of Extension for the past 75 years was developed or evolved to synchronize with the Industrial Age, the new culture must synchronize and be in harmony with the Knowledge Age. Research should be conducted to define the cultural change needed to expedite and implement the organization restructuring process.
- Human resource development and management are also tied to the organizational structure. Keywords project the image of that 21st century workforce: diversity, more women and minorities, an aging population, baby boomers, and knowledge workers. The diversity and characteristics of these groups give clues to effective motivation and management. Some corporations are focusing on diversity to increase their competitive advantage. The Cooperative Extension System has begun to do the same.

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- It is not possible to effectively discuss motivation without discussing the structure or characteristics of the Extension organization in the 21st century because motivation—both intrinsic and extrinsic—is closely tied to organizational culture, structure, and policies.
 - Motivational factors implied for the 21st century Extension organization include the intrinsic factors of self pride, professionalism, achievement, job enrichment, responsibility, self control, challenge, and shared decision making. Recognition by peers and clientele will also be a strong motivating factor.
 - Extrinsic motivators must be a part of the new CES organizational structure and include policies such as pay for performance, incentives, bonuses, praise and feedback, procedures for open communications, incentives for group performance, and performance management. (These factors can become sources of dissatisfaction on the job if they do not meet employee expectations.)
 - Motivation for the Extension professional will be greatest from intrinsic factors, an indication that the greatest motivator will be job enrichment. The innovative, creative job with cutting-edge implications will be the motivator, with recognition and rewards for accomplishments.
 - Synergizing teams are vital for a highly motivated workforce. Teams will be given complete responsibility and accountability for development and delivery of programs, with a clearly defined mission to service the needs of targeted clientele. Team recognition and rewards are an integral part of the new CES structure.
 - Indicators show that hiring highly motivated people will get results faster than trying to motivate people after they are hired. This approach could be one way to rapidly synergize the Cooperative Extension System's Workforce 2000.
 - The vision of the new CES organization is vital for success; this organizational vision must be reinforced and implemented throughout all Extension human resource management policies.
 - Human resource management is key to implementing the CES Strategic Plan of Action.
 - Top leadership may pose one of the toughest problems for the Cooperative Extension System. Many of today's innovative, creative leaders are found in the corporate world. Leaders are emerging from innovative companies with experience in restructuring and experimenting with different scenarios. The question needs to be asked and answered, "Do we have the visionary leadership in the Cooperative Extension System necessary to meet the changes and demands of the 21st century? Or do we need to assist top Extension leaders with an infusion of corporate leadership thinking to strengthen the organization in the restructuring process?"

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