OGL 220 - Behavioral Dynamics in Organizations Achievement Motivation / Goal Orientation Worksheet

QUESTION: Of the following four, which goal orientation characteristic best describes you: (1) High Mastery / Low Performance; (2) High Mastery / High Performance; (3) Low Mastery / High Performance; or (4) Low Mastery / Low Performance)? Did the goal orientation surveys (and associated tables) accurately describe your own motivation-related perceptions of yourself?

The goal orientation that best described me was High Mastery/High Performance. The goal orientation surveys and associated tables were somewhat accurate in describing my own motivation-related perceptions of myself. Regarding the success-related value, my values are fairly in line with the characteristics of self-fulfillment, social affiliation, and status. While I have become more of a homebody due to long hours between work and school, I still desire to belong socially. I have always considered myself to be smart and I was able to achieve high grades during schooling with minimal effort. My desire for status is one of the reasons why I decided to go back to school.   My personal standards are based upon both external and internal ideas and factors.

I have a tendency to both seek approval and comradery from superiors, leaders and mentors. The high mastery/high performance orientation stated exactly that characteristic. Within the emotional dimension characteristic, I expected to disagree with the assessment before I read how the characteristic was interpreted within my orientation. I am enthusiastic, hopeful and have high expectations. These are what I expected. The additional characteristic that I have is anxiety and I was surprised to see that anxious was part of the applicable emotional dimension. I did not expect this be included and it was one reason why I originally questioned the validity of the assessment and corresponding table with the goal orientation characteristic breakdown.

QUESTION: Make some connections between the concept of goal orientation and some of the other concepts discussed in thus far in the course.

As a leader, do you believe it's important to foster a mastery goal-oriented perspective among employees (yes / no / it depends)? Why?

From your perspective, what would be your approach to creating a positive motivational climate in the workplace, and how might you go about accomplishing that objective? Be specific.

(Hint: The acronym "TARGET" is helpful in terms of thinking about the final question above. Consider six different dimensions associated with creating a positive motivational climate: The Task dimension, the Authority dimension, the Goals dimension, the Evaluation dimension, and the Time dimension.)

The concept and further analysis is in line with the concepts and ideas we have learned so far in this course. The idea of how we think, how we are motivated, and how we interpret information have been key issues in this course. The information and assessments we have taken so far, give additional

information and enlightenment as to how we can work with our strengths and pay attention to our areas with need for improvement. When I have a better grasp on how I can be most successfully personally and professionally, I can determine the most ideal home and work environment for me to flourish in.

As I leader, I believe it is important to foster a mastery goal–orientated perspective among employees. As a leader, only acknowledging when tasks are completed accurately will create animosity and discourage employees who do not receive this praise. As an employee, your responsibility is complete assigned work timely and accurately. To commend employees for creates confusion and discouragement for employees who are also completing their work but not receiving public praise. Leaders should place high value on their employees' effort and learning. Additionally, business practices often evolve over time. If you focus on the process of learning and empower the employees to grow and become better, you will also help your employees adjust to new processes.

To create a positive motivational climate in the work place, it is important to give employees autonomy and responsibility while also freely welcoming the employee to come and ask questions. Employees should not be given identical tasks to then determine which solution is the strongest. The goal should be a group effort, allowing the employees to work together finding solutions and resolving issues. This will also give employees the ability to increase their thought processes and be part of a team that is making a difference.