

Exploring Motivation and Teamwork: Unveiling the Hidden Dimensions

Some believe in luck, while others think fate determines their lives. What if individuals had more control over their personal and professional destinies than they realize? Ignacio Álvarez de Mon, an organizational behavior professor at the IE Business School and author of "It Depends on You," sheds light on the boss-employee dynamic, highlighting the importance of motivation and teamwork in leadership.



Pic 1. Group Motivation

Universia-Knowledge at Wharton: Who is responsible for employee happiness at work?

Ignacio Álvarez de Mon: Ultimately, motivation is the individual's responsibility. Relying on others for motivation is both frustrating and unwise. However, bosses, executives, and managers do have a role in not demotivating employees. Creating a conducive work environment is essential, promoting trust, meritocracy, and personal development.

Universia-Knowledge at Wharton: What can be done when a company lacks motivation?

I.A.M.: Companies aren't motivated or demotivated; it's the employees who determine their motivation. Identifying the causes of demotivation through surveys and feedback is crucial. Common demotivators include compensation, career expectations, and managerial style. Effective communication and information sharing are vital in addressing these issues.

Universia-Knowledge at Wharton: What is the ideal manager-worker relationship?

I.A.M.: There's no one-size-fits-all answer. Managers and workers influence each other. Effective managers promote talent development and create transparent rules. Trust-building requires effort from both parties, but those higher in the hierarchy should take the first step. A clear, transparent, and mutually responsible working relationship is essential.

Universia-Knowledge at Wharton: Is teamwork always the solution?

I.A.M.: Teamwork is effective when certain conditions are met: a common mission, shared goals, strong leadership, talent alignment, team spirit, results, and appropriate incentives. Mere meetings don't constitute teamwork.

Universia-Knowledge at Wharton: How does personal development tie into leadership?

I.A.M.: Effective leadership involves aligning employee growth with business growth. Employers must commit to training, autonomy, and decision-making for personal development. Employees should pursue their desires and talents. Leaders should identify individual talents, empower their teams, demand results, and share profits or losses.

Universia-Knowledge at Wharton: What does leadership entail?

I.A.M.: Leadership starts with self-awareness and utilizing strengths while managing weaknesses. Leaders must create conditions for emerging leaders. Effective leaders possess knowledge, integrity, vision, and enthusiasm. They empower others to achieve their objectives.