

# 20 Years of Motivational Evolution in the Armed Forces

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## *The Research*

- The military relies upon different types of motivation at different points in a member's career
- Motivation and job satisfaction are often viewed as synonymous
- Group motivation is seen as more important than individual motivation
- Preference is placed on extrinsic motivation when intrinsic may be of more importance to success

## *Methodology*

Literature Review

Semi-Structured Interviews N = 10

Age	Average Years in the Military	Gender
Avg: 31 High: 37 Low: 30	12	Male: 6 Female: 4

## *Results*

- All interviewees have experienced a lack of motivation at some point in their career
- The military is more educated today than at any other point in history
- Military members are used to relying on themselves more than in past generations
- The “why” is much more important now than it was 20 years ago
- Leaders are encouraged to ask questions and seek out the advice of others

## *Pitfalls to Motivation*

- Leaders that micro-manage
- Poorly administered recognition programs
- Using fear appeals when they are not appropriate for the situation
- Leaders who do not seek out advice

## *Discussion*

- Motivational methods have not changed much over the last 20 years
- Even though it is a team sport, motivation is not “one size fits all”
- Acknowledgement as part of the team drives motivation
- Fear only gets you so far

## *Lessons Learned*

- Members will find the motivation they need to succeed
- Intrinsic motivation is becoming more relied upon
- The power of the individuals cannot be ignored

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