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, \( N = 10 \)

<table>
<thead>
<tr>
<th>Age</th>
<th>Average Years in the Military</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg: 31</td>
<td>High: 37</td>
<td>Low: 30</td>
</tr>
<tr>
<td>12</td>
<td>Male: 6</td>
<td>Female: 4</td>
</tr>
</tbody>
</table>

Results

- All interviewees have experienced a lack of motivation at some point in their career
- The military is more educated today that 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 that 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

Acknowledgments

Thank you to the HDO staff for the support and encouragement during this unusual year. Thank you to my wife and daughter for their support. And finally, thank you to my amazing cohort, we succeeded together.

