

TITLE OF THE CASE STUDY: POD. BALANCE BETWEEN SELF-MOTIVATION AND EXTERNAL MOTIVATION

Name of the organisation:

POD (Programming, Organization and Developing)

www.poderanada.com

Country and sector of the organisation:

Building sector. Spain

Type of organisation:

- Business company **X**
- Public organization
- Private organization
- NGO
- Other:

Size of the organisation:

- Small **X**
- medium
- large

Brief description of the organisation:

POD is a small company working in the building sector in Andalusia based in Granada.

The main activities of POD are;

Design new buildings for residential purposes (houses or apartment blocks)

Design new buildings for public facilities (bus stations, train station, commercial malls etc)

Renovation of old building for new uses.

Construction of building in collaboration with other small companies from the sector.

Renovation of apartments together with decoration for tourist sector orientation.

Construction of social funding apartments. (focus in people with low economic level)

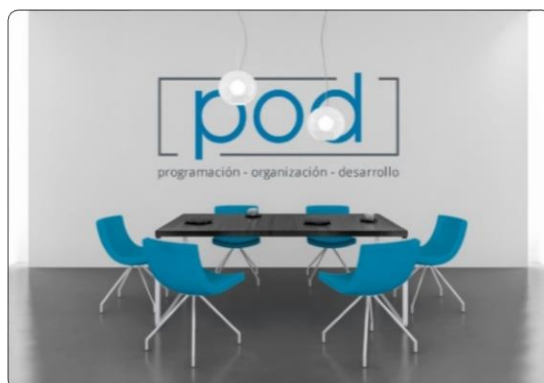
POD is a small company that implements and develops all projects in collaboration with different specialised companies from the sector. POD provides a very personal service based on detailed previous studies according to the needs of the clients, focusing always on a high professional standard. POD has a good reputation in the sector and always looks for the best economic, environmental and social solution.

Short description of the case study (500 characters)

After 10 years of experience as technical architect on the building sector, he started his own business in 2010, during the economic recession in Spain. He started this new project motivated in order to satisfy their desire for self-realisation and personal growth.

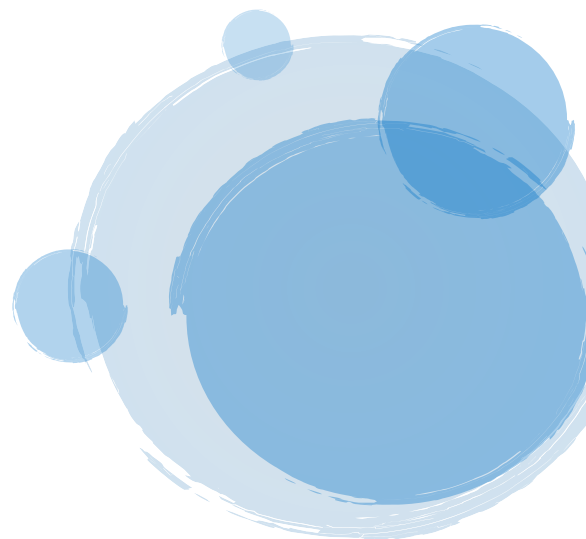
Javier decided to start his own business at a time of economic recession and in a sector such as building construction where the crisis was stronger than other sectors in Spain. When Javier Gil decides to create his own company he puts many things at risk, from his money to his family relationships. He was familiar with this business since he had previous experience in the sector having been working in different construction companies, he

also knew that market and the crisis situation in which was the building sector. His beginnings in the company were mainly in the refurbishment and rehabilitation of buildings, so with the economic situation recovery and start to build new buildings. He saw a niche market in the refurbishment of buildings, which would allow him to stay in the construction sector until it will be recover again.



Key words:

Motivation. Self-motivation. Proactiveness. Working atmosphere.



BEST PRACTICE PROFILE

DETAILED DESCRIPTION

Javier Gil told us that the first thing you must understand is that to establish a business mean to take risks that you will have to deal with all the time. There will always be unexpected events or situations beyond your control that you will have to learn how to solve them. But as I said before, he decided to go into business at the worst time and in the most affected sector in order to satisfy his desire for self-realisation and personal growth. For Javier Gil, it was a motivation to have more corporate responsibility, not to earn more money, but to improve his aspirations for professional and personal fulfilment. Javier Gil saw the start-up of his company as an opportunity to take on more important functions, which implied greater responsibility, which in turn meant extracting the best out of himself, and trying to bring out his maximum talent. Javier Gil tried to turn the situation around even though external factors were not favourable due to the economic and construction sector crisis. Although Javier knows that self-motivation depends on each worker, it is true that he has tried to create all the external conditions that are most favourable to influence the self-motivation of each worker in a more positive way. As Javier Gil says, at the same time he tried to encourage that intrinsic motivation in his team with some strategies

- **Enhancing achievements.** POD tried to boost intrinsic motivation by reminding employees of their positive achievements through a publication in the company newsletter stating that the achievement was the merit of the whole team. In short, to get the most out of the intrinsic motivation of each employee, it tried to achieve the connection and balance between the satisfaction of the personal needs of each employee with the general or common benefit of the company.
- **Personal recognition.** Javier Gil always tried to make his team feel that they were recognised as a valuable resource of the company, which also awakened that intrinsic motivation in them, as it was not about giving them material recognition, but congratulations for the recognition of a job well done
- **Giving more responsibility.** According to Javier Gil, it is also positive for the team to offer them the opportunity to take on more important functions, which imply greater responsibility, which improves their aspirations for professional and personal fulfilment. this in turn inspires them to get the best out of themselves and their talent. It is not about having more responsibility within the company, in order to earn more money, but to enhance their aspirations for professional and personal fulfilment
- **Javier Gil was trying to apply a change of perspective in the work team, trying to move from "I have to" to "I want to".** Javier Gil told us that it was also very positive to try to get his team to replace "I have to do and I must do" with "I want to do". When this "I have to do" is replaced by "we want to do", the team's need for autonomy and self-determination is satisfied. What I was trying to do is to make the team feel that they have contributed something positive, that they feel satisfied with the effort I have made.
- Javier Gil as manager of POD has always **tried to promote a participative management style** because he knows that it produces better effects on the employees and in turn has a positive impact on the company.

RATIONALE

Javier Gil had experience as an engineer and technical architect in the companies in the building sector in which he had worked and with some not very positive experiences in terms of the working environment. Javier Gil is aware that despite his self-motivation for personal growth and self-realisation, his experience in other companies in the construction sector has made him realise that a balance is needed between self-motivation and how the company motivates its workers. If the company's policy is not concerned about the well-being of its employees, about creating a good working atmosphere, about recognising its employees, all these things end up having a negative influence even on the most self-motivated worker. These experiences helped him to know what he did not want to create in his company and how to try to avoid the negative effects and the negative impact that the lack of employee motivation could have on the company. Javier Gil told us that the first thing to understand is that establishing a team in which the workers feel motivated by themselves is fundamental for the correct functioning of the company.

This is something that Javier has personally verified in some of the companies in the sector in which he has worked. In some of them the bad management of the company, with the lack of motivation of the workers, created an unbearable working environment where even the workers left the company as soon as possible. For this reason, Javier Gil is clear that the success of a company is directly related to the level of work motivation of its employees. Javier Gil tries to value his employees more and more, because he is aware that they are his main resource to achieve his goals.

GOALS

Try not to make the same mistakes that were made in the companies in which he worked and which had a negative impact on workers' productivity and the work climate.

What POD wanted was for the company to be not only a **desire for self-realisation and personal growth for Javier Gil, but also for the whole team** to be a motive for self-realisation and personal growth.

That is why Javier Gil tried at all times **to improve the commitment and involvement of employees in the company**. When POD employees feel that the company cares about their well-being, their commitment to the company and their involvement improve. This, in turn, encourages them to want to achieve their goals and to comply with a strategy of which they feel a fundamental part.



Javier Gil has always tried **to make the worker feel that he is an active part of the company**, communicating with the workers, giving feedback, informing them of his needs, etcetera. Doing so encourages the birth of new strategies and favours communication in the broadest sense of the word. It is in these environments that the most creative ideas are born.

Creating a good working environment. From his past experience, Javier knows that it is essential to be able to promote the motivation and performance of the company's team.

IMPACT

Javier Gil has tried to create a balance between each worker's self-motivation for growth and fulfilment and the external factors that can most positively influence the reinforcement of that motivation. For Javier Gil, it was clear from his experience that human resources and how employees are treated is one of the fundamental pillars of the company, and that this has an impact on the company's objectives.

- **Workers will put in more effort when they see that the company's management is interested in their welfare.**
- **When an employee develops a sense of belonging within the company and feels motivated at work, he or she will perform better.**
- **Positive work climate** where the worker finds comfort
- **The employee will create a sense of belonging to the company**
- **Encourages the employees to want to achieve their goals and to comply with a strategy of which they feel a fundamental part.**
- **Self-realisation and personal growth of workers in POD**

LESSONS LEARNED

Javier Gil learned that **organisational motivation plays a fundamental role** because it allows to increase the potential of each worker, allowing to satisfy their personal goals and at the same time that of the company.

When there is **no good motivation, it can be reflected in the behaviour of workers**, causing in some cases work stress, which in turn affects the company itself, leading to poor work performance and affecting the goals of the organisation. On the other hand, if there is good motivation, there will be more positive results, better labour relations, greater efficiency, among other positive effects. That is why POD is committed to the motivation of its employees, which together with the personal motivation of each employee has a great impact on the creation of a work environment that is favourable to the personal goals of each employee and of the company.

A favourable working environment means higher productivity, less sick leave, more empathy and, therefore, cooperation and teamwork, etc. This is a lesson Javier Gil has learned throughout his work experience.



Another of the lessons he has learned and tries to apply in POD is **to encourage Teambuilding**: Javier tries to recognise his employees, thank each one of them for their effort, their dedication, and look for a positive space for everyone, and, in the case of confrontations between colleagues, he deals with the case by isolating it from the rest of the staff, trying not to infect or involve anyone else.

MATERIAL

Pictures, tools, comments, statements, ...

