



The World's Largest Open Access Agricultural & Applied Economics Digital Library

This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.

Help ensure our sustainability.

Give to AgEcon Search

AgEcon Search

<http://ageconsearch.umn.edu>

aesearch@umn.edu

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

No endorsement of AgEcon Search or its fundraising activities by the author(s) of the following work or their employer(s) is intended or implied.

Personal Performance

With all the articles today about incentives and motivation of employees, it's sometimes helpful to review "the basics." One of the classics is an article written by Frederick Herzberg for the Jan-Feb 1968 Issue of the Harvard Business Review. A sample of Herzberg's pointed, yet humorous comments are excerpted here.

"What is the simplest, surest, and most direct way of getting someone to do something? Ask ? But if the person responds that he or she does not want to do it, then that calls for psychological consultation to determine the reason for such obstinacy. Tell the person? The response shows that he or she does not understand you, and now an expert in communication methods has to be brought in to show you how to get through. Give the person a monetary incentive? I do not need to remind the reader of the complexity and difficulty involved in setting up and administering an incentive system. Show the person? This means a costly training program. We need a simple way.

"Every audience contains the 'direct action' manager who shouts, 'Kick the person!' And this type of manager is right. The surest and least circumlocuted way of getting someone to do something is to administer a kick in the pants — to give what might be called the KITA.

"There are various forms of KITA, and here are some of them:

"Negative physical KITA. This is a

literal application of the term and was frequently used in the past. It has, however, three major drawbacks: (1) it is inelegant; (2) it contradicts the precious image of benevolence that most organizations cherish; and (3) since it is a physical attack, it directly stimulates the autonomic nervous system, and this often results in negative feedback — the employee may just kick you in return...

"Negative psychlogical KITA. This has several advantages over negative physical KITA. First, the cruelty is not visible, the bleeding is internal and comes much later. Second, since it affects the higher cortical centers of the brain with its inhibitory powers, it reduces the possibility of physical backlash. Third, since the number of psychological pains that a person can feel is almost infinite, the direction and site possibilities of the KITA are increased many times...

"Now, what does negative KITA accomplish? If I kick you in the rear (physically or psychologically), who is motivated? I am motivated, you move! Negative KITA does not lead to motivation, but to movement. So:

"Positive KITA. Let us consider motivation. If I say to you, 'Do this for me or the company, and in return I will give you a reward, an incentive, more status, a promotion, all the quid pro quos that exist in the industrial organization.' Am I motivating you? The overwhelming opinion I receive from management people is, 'Yes, this is motivation!....'

Resources

1988 National Agricultural Bankers Conference, November 13-16, 1988, Des Moines, Iowa.

At this nationally acclaimed educational program, you'll learn how to: beat the competition for the most valued customers, plan new services and marketing techniques to increase loan volume and yield significant returns, respond to new challenges from the Farm Credit System.

You'll also hear the latest on how Farmer Mac can help you attract new customers. You'll see presentations and publications that keep you up-to-date with the new FmHA regulation on guaranteed loans and other government programs. Fee \$525 ABA member, \$495 member early registration fee (October 1, 1988), \$445 special fee for each additional attendee from your bank, \$655 non-member fee, \$630 non-member early registration fee (October 1, 1988). For more information, call the Bankers Education Network (BEN) at (202) 663-5430.

Graduate School of Agri-Finance and Banking

A practical, in-depth training session for ag loan officers and those who plan to be senior ag lenders. The 1989 school will be held July 23-28 at Iowa State University in Ames, Iowa. The faculty, from both banking and academic communities, will help you acquire information and skills

that will benefit you and your bank.

The cost for this week-long session is \$1,425 for ABA member banks; \$1,750 for non-member banks. For more information, call the Bankers Education Network (BEN) at (202) 663-5430

FmHA Guaranteed Lending Manual

An invaluable guide that takes complicated government regulations and makes them understandable. This manual will help you build a successful program for originating and servicing FmHA guaranteed loans. Price \$65, \$45 ABA member price.

Strategic Planning Guide (Transition in Agriculture)

An agricultural bank, like yours, probably cannot afford to spend thousands of dollars to hire a specialist to prepare a strategic plan. That's where the Strategic Planning Guide can help. Specifically designed with banks like yours in mind, the guide will show you how to realize substantial earnings, generate new loan volume and fulfill the financial service needs of your local community. Its "hands-on" approach gives you all the guidance you need to prepare your bank's own strategic plan - one that will help ensure the financial survival of your farm customers, your community, and your bank. Price \$165, \$100 ABA member price.

Calendar

	Activity	Dates	Location
National Conference	ABA's Ag Bankers Conference	November 13-16, 1988	Des Moines, Iowa
National Schools	ABA's Graduate School of Agri-Finance and Banking	July 23-28 1989	Iowa State University, Ames, Iowa

State Associations Annual Conventions	Dates	Location
Iowa	September 18-20, 1988	Des Moines Convention Center, Des Moines, Iowa
Missouri	June 1-4, 1989	Lodge of the Four Seasons, Lake of the Ozarks, Missouri
Tennessee	June 5-8, 1989	Opryland Hotel, Nashville, Tennessee
Minnesota	June 6-7, 1989	Hotel undecided Duluth, Minnesota
Indiana	June 7-10, 1989	French Link Resort, French Link, Indiana
Illinois	June 8-10, 1989	Fairmont Hotel, Chicago, Illinois
Idaho	June 19-22, 1989	Scottsdale Princess, Scottsdale, Arizona
Michigan	June 22-24, 1989	Grand Hotel, Mackinac Island, Michigan

A

V