

**OTS 312 (a)
LESSON PLAN**

Motivating Cadets

1 period

Introduction

During this period you will learn about the incentives to performance.

As junior officers, you should have a good understanding of what will motivate your cadets to follow orders. You will be exposed to these qualities when placed in positions of responsibility at the local unit.

Motivation

The leader has at his/her disposal many incentives, which may enable his/her subordinates to fulfil their aspirations and, at the same time, inspire them to better performance.

Incentives to Performance:

Positive incentives, such as recognition and participation, are used because they increase both performance and the welfare of the cadets.

At times, unfortunately, such negative incentives as fear and punishment are required to motivate behaviour. Negative incentives should be avoided whenever possible since their effects tend to be short-lived and decrease morale.

You can employ many incentives likely to encourage the cadets to satisfy their aspirations and motivate them to improve their performance. Some of the most important positive incentives are as follows:

Promotion:

Promotions often depend on your recommendation and the evaluation of a cadet's performance. Ensure that only the best candidates are recommended for promotion by evaluating their performance impartially and objectively. If your cadets see that, at the outset, that very good performance is rewarded by a promotion, they will do their very best.

Recognition:

You must recognize good performance and commend your cadets when they do well. However, this should only be used when it is truly deserved. If praise is given too frequently, it becomes a doubtful motivator.

Competition:

- Providing various competitive opportunities can help to enhance performance. Cadets may compete with themselves, with other cadets or as a member of a group competing with other groups. The habit of constantly improving performance will often reflect positively on the cadet's work.
- Even though competition is good positive incentive, it is important to make the cadets aware of the possible dangers of putting too much emphasis on it when dealing with young cadets

Knowledge of the Results:

If you advise the cadets of their process, they will almost certainly improve their performance since they will be more aware of their weaknesses. Performance interviews are particularly important because they enable the leader not only to underline the points that need improvement, but also to suggest concrete ways of improving the situation.

Participation:

One of the best incentives to job performance is that of encouraging participation in the decision-making process when an opportunity arises. Participation is ideally suitable when dealing with tasks to be performed. The advantages of participation are:

- It is an opportunity to receive some good suggestions;
- The cadets become more confident when they realize they will be consulted and that their point of view will be taken into account;
- The cadets tend to identify more strongly with their work; and
- The cadets develop a sense of responsibility.

Enthusiasm:

The enthusiasm of leaders and their superiors plays an essential role in motivating the cadets. Poorly motivated leaders usually have cadets who are even less motivated than they. Further, enthusiasm is contagious. If leaders are perceptive and energetic, their cadets will probably turn in an excellent performance.

Organizational Efficiency:

The organization of a group's activities can effect motivation of its members. Cadets can be better motivated if the duties associated with each position are clearly defined, the chain of command is clearly indicated, the equipment is appropriate and the tasks are carried out in an orderly and conscientious manner.

Delegating Authority:

Delegating authority to the cadets guarantees the effective execution of all activities. Delegation stimulates interest and initiative. If leaders cannot organize their work so that some of it can be delegated, the cadets will have no opportunity to improve their skills and their sense of initiative will be stifled. Further, they will receive the impression that they are not trusted, especially if the leaders are unable to deal with serious problems because they devote too much time to routine tasks that they should have delegated.

Avoiding Over-Control:

Supervision involves verification and correction. One establishes supervisory mechanisms in order to compare the desired objective with the actual results. One of the best methods of supervision is, of course, direct supervision. Nevertheless, a leader must resist the temptation to supervise too closely, since this:

- would become an obstacle to the execution of assigned tasks and give the impression that the leader does not trust the cadets;
- would leave no room for initiative or improvement on the part of the cadets; and
- would waste the leader's time.

Development:

By allowing the cadets to improve their skills, you improve their motivation and performance. You also prepare them to assume greater responsibilities in the future.

Proper Selection:

- a) If people hate their work, they will undoubtedly turn in a mediocre performance. Care must therefore be taken to assign tasks to your subordinates that are consistent with their preferences and qualifications.
- b) Although there are tasks that nobody wants, a leader can be relatively flexible with regard to the need for carrying out such tasks because it is up to the leader to determine whether the tasks are truly necessary, and, if they are, they can be distributed on an equitable basis.

Discussion

Have candidates relate situations in which they had to motivate an individual or a group of cadets. Which one do they find easier to motivate?

Conclusion

Candidates have learnt and discussed a variety of methods to motivate their cadets. They, as the leader, must recognize when motivation is required, and what method works best in particular situations and with different individuals. Knowing your cadets will assist you with this.