

Module I

Self-determination theory (SDT)

Natalia Vuori

Assistant Professor in Entrepreneurial Leadership

Self-determination theory focuses on

1. The dominant role of **intrinsic motivation** in helping us to feel motivated in workplace....and in life in general
2. Under which conditions **extrinsic motivation** can motivate us



Richard Ryan & Edward Deci

Core elements of SDT

Extrinsic motivation

- From Outside you
- Imposed conditions
- It offers a reward

Intrinsic motivation

- From Inside you
- Your drive for fulfillment and growth

Humans have intrinsic drives towards
Actions&Growth (Ryan&Deci)



Autonomy

Competence

Relatedness

SDT: Psychological nutrients

Psychological nutrients

1. Autonomy – our ability to make our own choices

Bonus systems
for knowledge professionals and workers
fail

Psychological nutrients

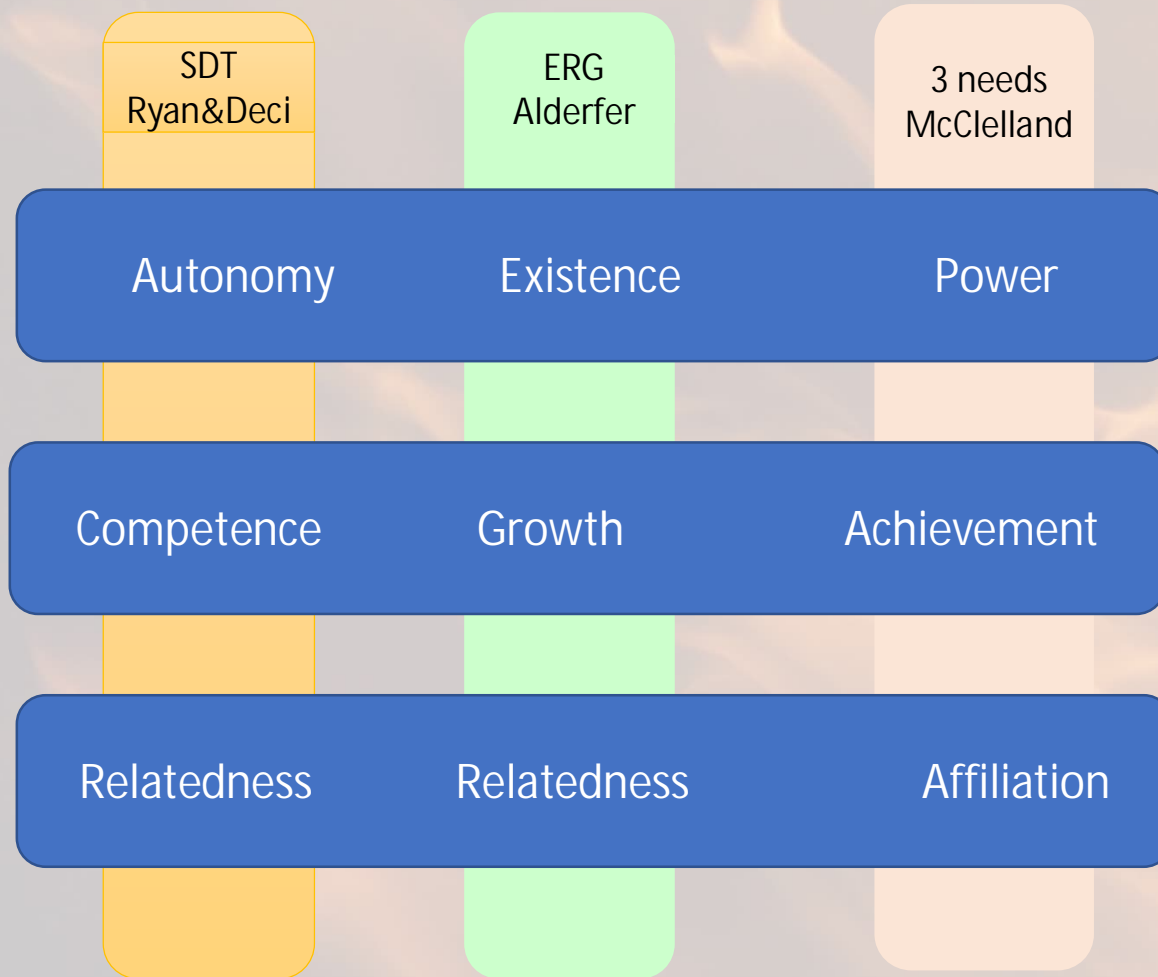
1. Autonomy
2. Competence – our ability to control outcomes through our skills, knowledge, expertise

Positive feedback increases motivation
Negative feedback decreases motivation

Psychological nutrients

1. Autonomy
2. Competence
3. Relatedness – our connection to other people and the sense of security that comes with such connection (we are part of the community, and we are cared for)

Links to other motivation theories



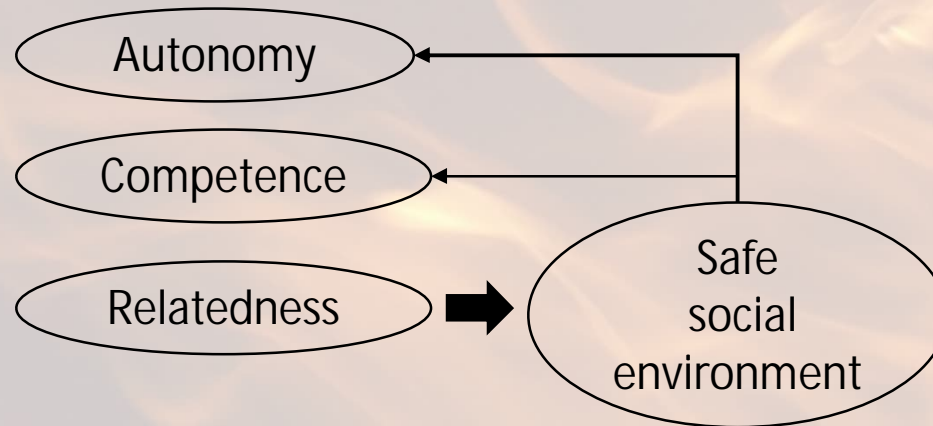
Differences from other motivation theories

1

Central role of intrinsic motivation

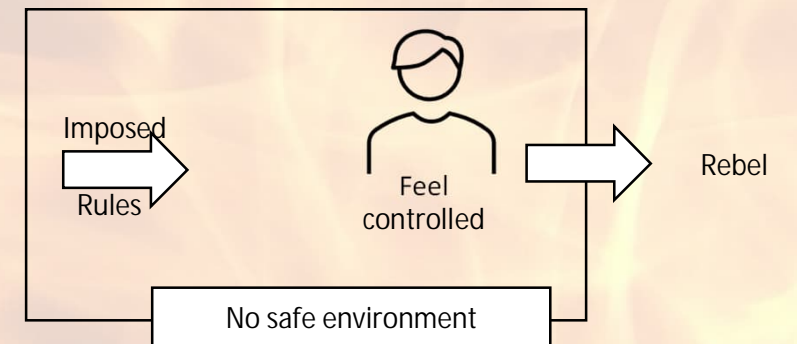
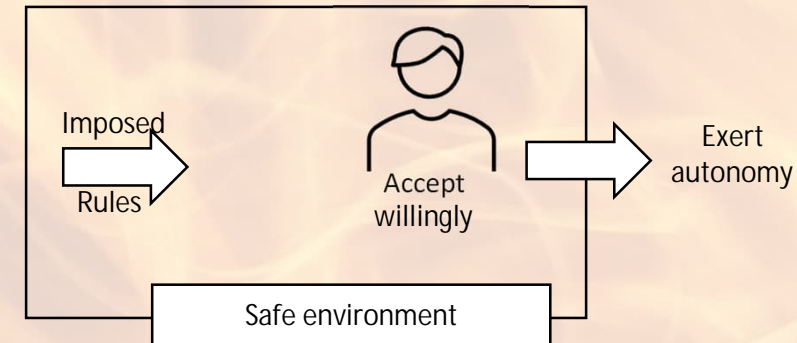
2

Interrelatedness of three needs

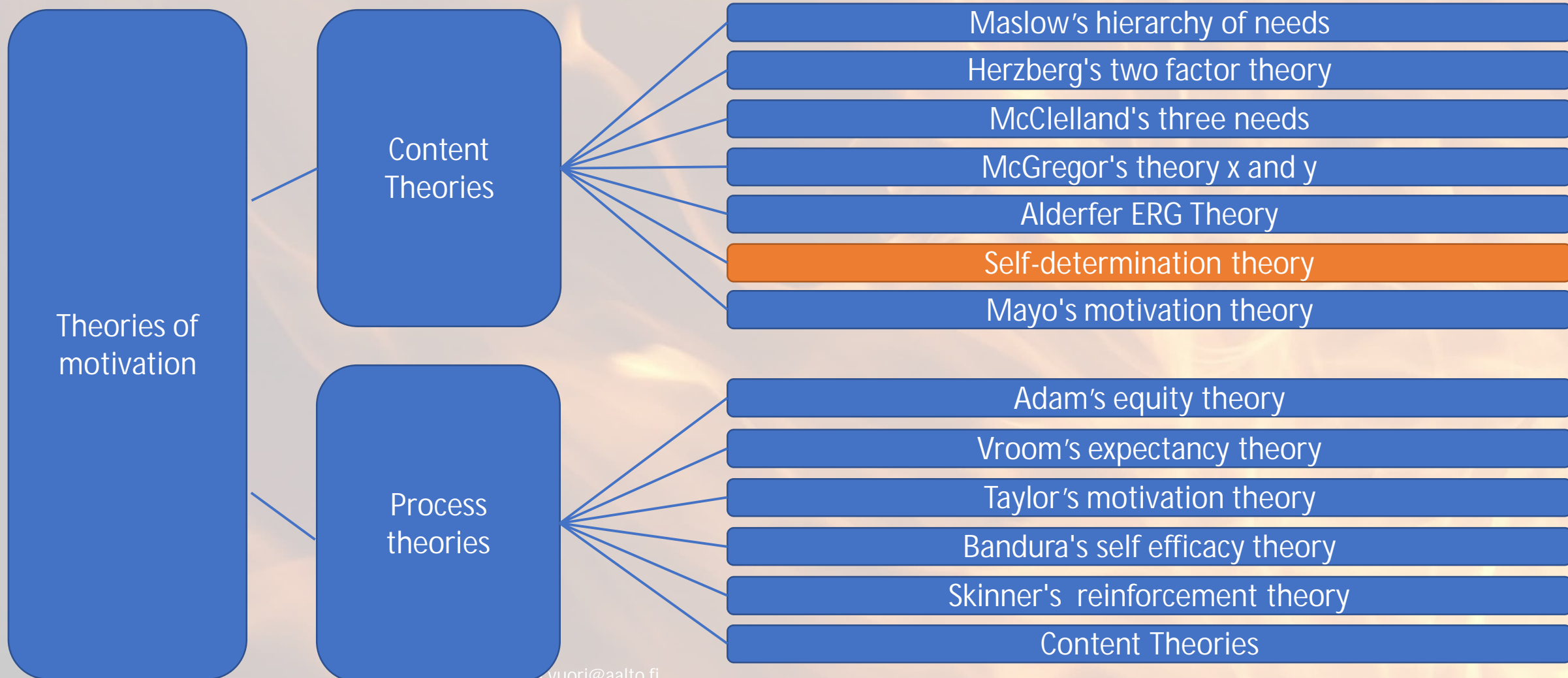


3

When extrinsic motivation works



Why to zoom in on SDT?



Why to zoom in on SDT? (1)

Changes in 10 top skills

In 2025

-  Analytical thinking and innovation
-  Active learning and learning strategies
-  Complex problem-solving
-  Critical thinking and analysis
-  Creativity, originality and initiative
-  Leadership and social influence
-  Technology use, monitoring and control
-  Technology design and programming
-  Resilience, stress tolerance and flexibility
-  Reasoning, problem-solving and ideation

Source: Future of Jobs Report 2020, World Economic Forum.

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

As a manager you need to

- Give over to employees the autonomy in their choices
- Provide the ability to develop and exercise their competence
- Build the feelings of belongingness and safe environment