| **Insufficient/Not Evident** | **Progressing** | **Competent** | **Exemplary** |
| --- | --- | --- | --- |
| **Leadership style** | Points:  **0**(0.00%)  Missing a specific leadership style as found in the included leadership articles. | Points:  **5.25**(15.00%)  Identifies the specific leadership style you select to use. | Points:  **7**(20.00%)  Identifies and describes the specific leadership style you select to use. Attempts to include an example to support understanding of the leadership style's effectiveness. | Points:  **8.75**(25.00%)  Identifies and clearly describes the specific leadership style you select to use. Included related examples to support understanding of the leadership style's effectiveness. |
| **Motivation Theory** | Points:  **0**(0.00%)  Missing a specific motivational theory to consider. | Points:  **4.2**(12.00%)  Identifies the specific motivational theory. | Points:  **5.6**(16.00%)  Identifies and describes the specific motivational theory explaining with at least one example of how the theory is effective. | Points:  **7**(20.00%)  Identifies and clearly describes the specific motivational theory explaining with related multiple examples how the theory is effective. |
| **Motivation in Action** | Points:  **0**(0.00%)  Does not apply a motivational theory. | Points:  **3.15**(9.00%)  Applies the chosen motivational theory through an explanation. | Points:  **4.2**(12.00%)  Applies and links the chosen motivational theory specifically to each employee with at one least related motivator. | Points:  **5.25**(15.00%)  Applies and links the chosen motivational theory specifically to each employee with multiple non-monetary/non-promotion related motivators. |
| **Motivation Effectiveness** | Points:  **0**(0.00%)  Lacks an explanation of how the motivators will be effective. | Points:  **3.15**(9.00%)  Attempts to provide a basic explanation of how/why the chosen motivators will be effective with each employee. | Points:  **4.2**(12.00%)  Explains how/why the chosen motivators will be effective with each employee. | Points:  **5.25**(15.00%)  Specifically explains how/why the chosen motivators will be effective with each employee. |
| **APA Format** | Points:  **0**(0.00%)  Several APA elements missing including possibly: Cover page and body format per the APA template and guide. Resources used are cited with both in-text and reference page. | Points:  **2.1**(6.00%)  Many elements of APA are missing or incorrect. | Points:  **2.8**(8.00%)  One or more elements of APA format are missing or incorrect. Resources used show an attempt to be cited | Points:  **3.5**(10.00%)  All needed APA elements exist including: Cover page and body format per the APA template and guide. Resources used are cited with both in-text and reference page. |
| **Grammar** | Points:  **0**(0.00%)  Grammatical errors exist causing interruption of the flow of the work. | Points:  **1.75**(5.00%)  Many grammatical errors exist causing interruption of the flow of the work. | Points:  **2.625**(7.50%)  Minimal grammatical errors exist without noticeable interruption of the flow of the work. | Points:  **3.5**(10.00%)  Sentence and paragraph structure communicates ideas effectively through appropriate use of grammar, spelling, etc. |
| **Resource used to support statements** | Points:  **0**(0.00%) | Points:  **0**(0.00%) | Points:  **0**(0.00%)  No indication to show that a resources is being used to support at least one statement in the student work. | Points:  **1.75**(5.00%)  At least one article is indicated as being used to support at least one statement in the student work. |

There has been an increase in employee dissatisfaction in the company you are now working for (as identified in Modules 1 and 2). Your supervisor has asked you to develop a plan to increase motivation for two employees, Robert M. and Juanita R, in your department. You have surveyed the employees to learn more about what they value, what is important to them in the workplace, and what leadership style would be the most effective in managing and motivating each employee.

Below are the lists of their workplace priorities. Items are listed in order, with the items at the top of the list being more important than the items further down on the list. You have also made a few notes based on your observations of their work history and performance.

Discuss the following points in a report (Microsoft Word) to your supervisor:

1. Discuss the leadership style you feel would be the most effective in managing and motivating each employee. (Use the two leadership style articles in the readings.)
2. From the readings, choose the theory of motivation that you believe would be most effective to use with each employee and explain your reasons.
3. Describe how each of these employees would relate to that motivation theory. For example, if you used Maslow's theory, on which level would you place each employee and why?
4. Determine two ways that you might motivate each employee. Your existing budget does not allow you to offer raises, and there are no open positions above these employees' positions at this time, so promotions would not be an option. Discuss your motivation ideas for each employee, and explain why you think your motivators would be effective.

|  |  |
| --- | --- |
| **Robert M.**  **Top Motivators**   * Improved salary/wages * Safe work environment * Job security * Health and life insurance * Good relationship with supervisor(s)   **Performance Notes**   * Robert has worked in your department for the past 5 years. * He usually only misses one or two days per year, but this past year, he has missed 6 days. * Robert had received above average annual evaluations for the first three years, but those evaluations have slipped in the past two years. * He appears to like his job and gets along well with his co-workers and management. Robert tends to shy away from leadership roles, but has taken part in a few team projects where he seemed to enjoy some success. | **Juanita R.**  **Top Motivators**   * Challenging work * Opportunities to learn new skills and gain knowledge * More authority and independence * Increased chances for advancement/promotions * Good relationship with supervisor(s)   **Performance Notes**   * Juanita has worked in the department for 3 years. * She has missed no days since she was hired for this position. * She continues to receive exceptional annual evaluations. * She shows enthusiasm, drive, and a passion for her work. She gets along well with everyone and has been asked to lead three successful team projects |