



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Maslow and motivation – Kellogg's

Where does the lesson fit?

This session would fit in a Human Resources or People Management module. It could be used following a general introduction to motivation when different theorists are being explored in more detail.



Suggested resources & activities related to Kellogg's and motivation

- Full Kellogg's case study
- Maslow and Motivation PowerPoint
- Mayo lesson resources and Herzberg lesson resources
- Kellogg's crossword
- Kellogg's word search

Suggested timings for the session

10 mins	Starter e.g. Kellogg's word search
5 mins	Use the Maslow and Motivation PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
20 mins	Task – constructing a hierarchy of needs
10 mins	What have you learned?

Answers to questions

1. What is motivation?
Motivation involves attracting a person to do something because he or she wants to do it. Motivation can cause people to achieve things they wouldn't normally achieve.
2. List the five levels in Maslow's Hierarchy of Needs.
The five levels are:
 - Basic/physiological
 - Safety
 - Social
 - Esteem
 - Self-actualisation



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3. Explain how 'social needs' are met at Kellogg's.
Social needs at Kellogg's are met in a number of ways e.g.
 - Weekly group 'huddles'
 - Open communication to keep everyone involved
 - Breakfast clubs
 - Community work

4. Analyse whether higher or lower order needs are most important at Kellogg's.
Lower order needs are important:
 - Basic and safety needs have to be met before higher order needs become motivators according to Maslow
 - Less skilled workers at Kellogg's may be more motivated by the lower order needs
 - Higher order needs may be met outside of the workplace.Higher order needs are important:
 - Once lower order needs are met, higher order needs become motivators
 - Highly skilled and experienced workers at Kellogg's may be more motivated by the higher order needs.

What have you learned?

Expected learning is likely to include:

- Definition of motivation
- The levels in Maslow's Hierarchy of Needs – basic/physiological, safety, social, esteem, self-actualisation
- How Maslow anticipated the hierarchy to work i.e. once satisfied, a need no longer motivates, but the next need up in the hierarchy becomes the motivator
- Examples of how organisations can help their employees meet their needs
- The importance of having a motivated workforce – loyal, more productive, more enthusiastic, lower absenteeism and labour turnover, contribute to development of the business.