

# The MOIJ Model

In **Becoming a Technical Leader**, Jerry Weinberg ([www.geraldmweinberg.com](http://www.geraldmweinberg.com)) offered a model that presents the elements necessary for a team to work together to accomplish a goal: Motivation, Organization, and Information. He subsequently added a fourth element, Jiggling.

**Motivation**: the presence of encouragement, acknowledgment, recognition, praise, feedback, attention, empathy, a caring attitude

**Organization**: the structure, resources, arrangements, and so on for carrying out the work—and the activity entailed in actually carrying out the work

**Information**: the ideas, facts, data, theories, hypotheses, and so on that the team will need in order to carry out the work

**Jiggling**: an idea or action sufficiently removed from the natural flow as to provide a new way of looking at a situation or helping a person or team get out of a rut

All four elements are important. However, each may be more or less valuable at different points in the work effort.

Your preference for one of the four influences how you communicate during work efforts.

Before offering motivation, information, organization or jiggling, ask yourself:

- Is this the right time? Would waiting till later be better?
- Is this the right way? Would some other way be better?
- Is this the right amount? Would some greater or lesser amount be better?

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## Finding a Balance

The optimal balance of the three varies over the life of the effort, and there are several ways that a team can get into trouble because of an imbalance; that is, too much or too little of any element. For example:

- **Motivation**

- ☞ **Too Much:** An overdose of motivation at the wrong time can annoy team members.

- ☞ **Too Little:** Motivation is typically lacking when managers are unskilled in providing feedback and praise, unfamiliar with its importance, or driven by the misguided belief that withholding praise and recognition is the key to team success.

- **Organization**

- ☞ **Too Much:** A team can spend so much time devising policies, procedures, rules, regulations, tips, guidelines, plans and protocols that it manages to accomplish very little work.

- ☞ **Too Little:** Plunging into a project without establishing any rules of the road—including those that are people-focused, such as norms and ground rules—can cause confusion, chaos and dissatisfaction later if not sooner.

- **Information:**

- ☞ **Too Much:** Too many ideas and the team can suffocate under the sheer weight of them all, or become stopped in their tracks by the effort to digest and make sense of them all.

- ☞ **Too Little:** Too few ideas and the team may make great progress — in the wrong direction.

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