Motivation From The Inside Out

Today’s Challenges

**COMPLEXITY** - including digital transformation

**DIVERSITY** - breaking barriers, including inter-generational

**PEOPLE** - attract, develop, engage and retain top talent

**INNOVATION** - stay relevant and ahead of competition

**POOR BEHAVIOR** - conflict, gossip, under-performance

**STRESS** - wellness, reduced health costs, absenteeism
**Disengagement**

- **Actively Disengaged**
  16% of US workers
  Costs: $16K/each or $256K/100 people

- **Disengaged**
  55% of US workers
  Costs: $0 loss or gain/each

- **Fully Engaged**
  29% of US workers
  Gains: $32K/ea. or $928K/100

  Putting at risk $1.3M/100 people

**Four Core Needs**

- **Empowered**
- **Lovable**
- **Connected**
- **Contributing**
Kinds Of Culture

CONTROL
Profit first
Transactional
Hierarchy
External-
Motivation
Compliance

Spitting In Your Soup
### Control-Driven Models

<table>
<thead>
<tr>
<th>Quadrant 1</th>
<th>Quadrant 2</th>
<th>Quadrant 3</th>
<th>Quadrant 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Autocratic</strong></td>
<td><strong>Incentives</strong></td>
<td><strong>Judgment</strong></td>
<td><strong>Pamper/Spoil</strong></td>
</tr>
<tr>
<td>Can’t be trusted</td>
<td>Selfish &amp; lazy</td>
<td>Undeserving</td>
<td>You can’t</td>
</tr>
<tr>
<td><strong>MANAGE</strong></td>
<td><strong>MOTIVATE</strong></td>
<td><strong>JUDGE</strong></td>
<td><strong>HOVER</strong></td>
</tr>
<tr>
<td>Use commands</td>
<td>Dangle carrots</td>
<td>Bestow favor</td>
<td>Over-compensate</td>
</tr>
<tr>
<td>Do what I say</td>
<td>Do what I want</td>
<td>Please me</td>
<td>I give, you owe</td>
</tr>
<tr>
<td><strong>COMPLIANT</strong></td>
<td><strong>COMPETITORS</strong></td>
<td><strong>CONFORMISTS</strong></td>
<td><strong>ENTITLED</strong></td>
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<tr>
<td>Resent or rebel</td>
<td>Selfish</td>
<td>People please</td>
<td>Underperform</td>
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### Extrinsic Motivation

- **Culture**
- **Beliefs About People**
- **Management Approach**
  - How goals are set
- **Accountability Approach**

### Kinds of People You Cultivate
- **MANAGE**
- **MOTIVATE**
- **JUDGE**
- **HOVER**

### How they behave
- **COMPLIANT**
- **COMPETITORS**
- **CONFORMISTS**
- **ENTITLED**

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**You See a Yard Sign With This Message on it.**

**Be A Parent, Not A Friend!**

Raise Your Hand If You Believe This Message Is Good
“Change blindness in the world of facts and knowledge is a problem. Sometimes we are exposed to new facts and simply filter them out. But more often we have to go out of our way in order to learn something new. Our blindness is not a failure to see the new fact; it’s a failure to see that the facts in our minds have the potential to be out-of-date at all.”

—Samuel Arbesman, Author

The Half-Life Of Facts: Why Everything We Know Has An Expiration Date
Raise Your Hand If:

You Did NOT Know Use Of Incentives Are Counter-Productive to Internal or Intrinsic Motivation

Responsibility-Based Model

RESPONSIBILITY
People, purpose first
Relational
Shared Power
Intrinsic Motivation
Commitment
Responsibility-Based Model

Culture
Beliefs About People
Leadership Approach
How goals are set
Accountability Approach
Kinds of People
Cultivated
How they behave

Shared Power Approach
“Responsibility-Based”
You are and want to be great!
MENTOR
Transfer responsibility
Task ownership
SELF-DIRECTED
Fully engaged

Mentoring Matters

Intrinsic Motivation
Responsibility-Based Model
Mentoring Matters
Are You Willing?

Turn to person next to you. Discuss for 30s each
Are you willing...

To Go Out Of Your Way To Dismantle Control Models
And Choose Something Different?

To Consider That Your Past Beliefs Might Now Be
Outdated?

Intrinsic Motivation

Loving What You Do
(and who you ARE while doing it)!
### Four Intrinsic Motivators

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<tr>
<th>OPPORTUNITY</th>
<th>ACCOMPLISHMENT</th>
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<tr>
<td>Intrinsic Motivators</td>
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<tr>
<td>Using judgment to determine a worthwhile purpose</td>
<td>Performing activities and attainment of purpose</td>
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#### From Task PURPOSE

**Self Mgmt. Activity**

**#1 Sense of MEANINGFULNESS**

Is it worth my time and energy? Is it a valuable mission that matters? I commit to my purpose

**#3 Sense of CHOICE**

Are my activities from freedom? Can I decide from my judgment? I choose my activities

**#4 Sense of PROGRESS**

Am I succeeding in achieving my valuable mission? I monitor my progress

#### From Task ACTIVITIES

**Self Mgmt. Activity**

**#2 Sense of COMPETENCE**

Am I doing good, high quality work in the tasks I choose? I monitor my competence

### Intrinsic Motivation Building Blocks

#### #1 Sense of MEANINGFULNESS

**Leaders:** I inspire those I lead

**Self:** I inspire myself

- A non-cynical climate
- Clearly identified passions
- An exciting vision
- Relevant task purposes
- Provide whole tasks

#### #2 Sense of CHOICE

**Leaders:** I hand off to those I lead

**Self:** I choose my activities. I have a say.

- Delegate authority
- Trust in self and others
- Security (no punishment, mistakes ok)
- A clear purpose
- Information

#### #3 Sense of COMPETENCE

**Leaders:** I coach and mentor those I lead

**Self:** I build my skills and seek support

- Knowledge
- Positive feedback
- Skill recognition
- Challenge
- High, non-comparative standards
People need:

- meaningful drama, struggles, challenges and triumphs
- to overcome difficulties, dangers and sometimes despair, to succeed
- purposes that are in service
- a heroic myth or journey

Effect without it:

Life is empty, meaningless, alienated and there is angst. Work leaves you depleted, and to survive, you numb out and get through vs. enjoy.

Leaders: I inspire those I lead  
Self: I inspire myself

- A non-cynical climate
- Clearly identified passions
- An exciting vision
- Relevant task purposes
- Provide whole tasks
# What Matters And Why?

## Intrinsic Motivation Building Blocks

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*Source: ALA Association of Legal Administrators*
People need:

- to experience that their views and choices matter
- to feel like a contributor
- to be treated as adults and given opportunities to make some of the decisions
- to be curious, take risks, innovate
- to be proactive, creative and gain task ownership

Effect without it:

Life is according to someone else’s agenda; you feel your initiative is not important, power is for the few and unless you are one of them, you feel impotent.

Leaders: I hand off to those I lead
Self: I choose my activities

- Delegate authority
- Trust in self and others
- Security (no punishment, mistakes are ok)
- A clear purpose
- Information
Trust

1. Straightforwardness
2. Honesty
3. Receptivity
4. Disclosure
5. Respect
6. Recognition
7. Seeks Excellence
8. Keeps Commitments

Mistakes
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# Sense of Competence

**People need:**
- to feel they are performing their work activities well, and are meeting or exceeding standards
- just the right amount of challenge to be in the zone
- to master skills, demonstrate artistry and enjoy competency

**Effect without it:**
- **Too much challenge** discourages; you give up, stop caring, feel embarrassed, dissatisfied, anxious and overwhelmed
- **Too little challenge** and you get bored
Sense of Competence

Leaders: I coach those I lead
Self: I build my skills and get help

- Knowledge
- Positive feedback
- Skill recognition
- Challenge
- High, non-comparative standards

Make Time For Training
# Intrinsic Motivation Building Blocks

**#1 Sense of MEANINGFULNESS**  
**Leaders:** I inspire those I lead  
**Self:** I inspire myself  
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**#2 Sense of CHOICE**  
**Leaders:** I hand off to those I lead  
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**#4 A Sense of PROGRESS**  
**Leaders:** I track and celebrate progress  
**Self:** I track and celebrate my progress  
- A collaborative environment  
- Milestones  
- Celebrations  
- Access to community  
- Measurement of improvement

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**Sense of Progress**

**People need:**
- to make progress towards a meaningful purpose  
- to know their hard work is paying off  
- to celebrate the excitement and sense of wonder that goes with “YES! We did it!”

**Effect without it:**

Life is frustrating and you feel stuck; you sense your task purpose is slipping away. You feel helpless, ineffective and you may burn out and drop your commitment.
Sense of Progress

Leaders: I track/celebrate progress
Self: I track/celebrate my progress

- A collaborative environment
- Milestones
- Celebrations
- Access to community
- Measurement of improvement

What Gets Measured Improves
Assisting In Self-Management

Commit to a Meaningful Purpose

* Choose Activities to Accomplish the Purpose

Perform Activities

Monitor Progress Toward the Purpose

Monitor Activities for Competence

* Create blueprints to track and report all kinds of results

Takeaways

- **Change Your Mind About People.** Decide people “are and want to be great”; that if they are not acting it, they’re discouraged
- **Memorize the 8 values that build trust.** Use these in your relationships
- **Change Blindness.** Check in to ask, “Am I suffering from this?”
- **4 Core Needs.** Develop conditions so everyone feels empowered, lovable, connected and contributing
- **Application.** Use the handout. Engage in, apply and share information within 24 hours.
Questions?

“You are braver than you think, more talented than you realize.”

R. Bennett
Your opinion matters!
Please take a moment now to evaluate this session.

Thank You!