Implementing Effective Motivation

Keys to Leadership Success

Implementing Effective Motivation

Leaders are tasked with 'motivating' people and building engagement, but doing so can be difficult. In this workshop, we'll identify the factors that affect employee performance in the 21st century workplace and how you can impact it. You will learn ways to help build engagement in your employees as well as leadership styles that can influence motivation and build positive behaviors.

Learning objectives for this session are:

- Defining motivation.
- Identifying reasons why the "carrot and stick" motivation does not work.
- Recognizing essential elements of motivation.
- Developing strategies and tactics to improve engagement and positive behaviors.
- Defining actions leaders can take to support motivation.
- Identifying metrics that measure the results of engagement.
- Applying leadership styles that can influence motivation.

What is Motivation?

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WHAT ARE YOUR PERSONAL MOTIVATOR METERS?

There are twelve types of personal motivators listed below that can impact employee motivation; they are listed in no particular order. Rank them in order of importance to you starting with 1 being the MOST important.

_____ Personal development and learning new things

_____ Praise and positive feedback from your supervisor

_____ Being part of a cohesive, positive group of people

_____ Competition and challenging work

_____ Opportunity for promotion

_____ Personal relationships/interaction with coworkers and/or customers

_____ Monetary and material incentives

_____ Being kept aware of and "in on" what is going on

_____ Increased input, autonomy, and decision-making

_____ Public recognition, awards and status

_____ Supportive and personable relationship with your immediate supervisor

_____ Opportunity to do a variety of tasks and use a variety of skills

Two Types of Motivational Drivers

Extrinsic: A person's behavior is modified based on an external factor such as reward or punishment.
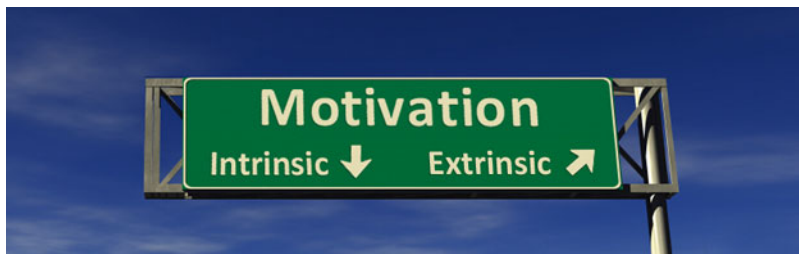
The assumptions:
- Rewards lead to more of a behavior
- Punishment leads to less

Intrinsic: Behavior is modified based on an individual's beliefs, values, wants and needs.

The assumptions:
- When an internal factor is met, the behavior will be repeated
- When an internal factor is denied or inappropriately rewarded behavior will cease

Upgrading How We Motivate

Motivation 1.0

- Fifty thousand years ago human behavior was guided by survival.
- Eventually we formed more complex societies with a need to cooperate in order to get things done.

So we replaced Motivation 1.0 with……

Motivation 2.0

The Carrot and Stick Theory ("If then" rewards)

- The way to improve performance, increase productivity, and encourage excellence is to reward the good and punish the bad.
- Simple fact of life:
    - People have to earn a living. … This is called "baseline rewards."
    - If someone's baseline rewards aren't adequate or equitable, you'll get very little motivation at all.

The best use of money as a motivator is to pay people enough to take the issue of money off the table.

Seven Reasons Carrots and Sticks (Often) Don't Work

Strange things begin to happen when managers use carrots and sticks. Traditional "if-then" rewards can give us less of what we want as well as more of what we don't want.

1. **They can extinguish inherent/natural motivation**
   "Work consists of whatever a body is **obliged** to do, and play consists of whatever a body is **not obliged** to do." *Mark Twain*

2. **They can diminish performance**
   "Financial incentives…can result in a negative impact on overall performance."

3. **They can crush creativity**
   Incentives designed to clarify thinking and sharpen creativity can end up clouding thinking and dulling creativity.

4. **They can crowd out good behavior**
   Mixing rewards with inherently interesting, creative, or noble tasks is a dangerous game.

5. **They can encourage cheating, shortcuts, and unethical behavior**
   A company imposes a sales quota on its auto repair staff – and workers respond by overcharging customers and completing unnecessary repairs.

6. **They can become addictive**
   Cash rewards and shiny trophies can provide a delicious jolt of pleasure at first, but the feeling soon dissipates – and to keep it alive, the recipient requires even larger and more frequent doses.

7. **They can foster short-term thinking**
   "If then" motivators can focus our sights on only what's immediately before us rather than what's off in the distance.

Upgrading How We Motivate – Motivation 3.0

Motivation 3.0 has three essential elements

1. **Autonomy** – the desire to direct our own lives

2. **Mastery** – the urge to make progress and get better at something that matters

3. **Purpose** – the yearning to do what we do in the service of something larger than ourselves.

Autonomy - presumes that people will be energized when they have autonomy over:
- what they do
- when they do it
- how they do it
- whom they do it with

Mastery - assumes that people feel energized when they are given opportunities to:
- learn new skills and use them to make their jobs easier or more interesting.
- bring other interests to work that will enrich their work experience.
- teach and help others learn new skills and methods.

Three rules of Mastery
1. It requires the capacity to see your abilities not as finite, but as infinitely improvable.
2. It is a pain. It demands effort, grit, and deliberate practice.
3. It is impossible to fully realize, which makes it simultaneously frustrating and alluring.

Purpose - assumes that people feel energized when they know:

1. Their company creates or provides something of lasting and meaningful value.
2. Their organization contributes to and is seen positively within the community.
3. They play a meaning role that contributes to the purpose of the organization, not just the profits.

Corporate Membership

Compensation

Compliance

Background Screening

Recruiting & Talent Acquisition

HR Consulting

Training

Leadership Development