



“Motivation: A Window into Peak Performance”

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Objectives:

- ▶ Review the different individual values and drivers that motivate us
- ▶ Evaluate how to measure what matters most for employees
- ▶ Describe the key to increased engagement

BLOCK A (POWER AND LEADERSHIP)

Do you feel good leading a team?

Do you want to influence others?

Do you admire prestige and reputation?

Do you feel you have a special power in doing your work?

BLOCK B (SELF-MASTERY AND GROWTH)

Do you go outside your comfort zone for growth?

Do you view failure as an opportunity?

Are you always looking to improve yourself?

BLOCK C (RECOGNITION AND APPROVAL)

Do you feel good with your achievements?

Do you want to prove to yourself that you can do it?

Do you want recognition from others for your accomplishments?

BLOCK D (DESIRE TO WIN)

Do you work hard because you hate losing?

Do you desire to be the champion?

Do you spend time mastering your craft because you want to excel and be in the top spot?

BLOCK E (REWARDS AND MONEY)

Can you discern success by rewards?

Do you work harder if there is a financial incentive?

Do financial incentives increase creativity?

Do financial incentives increase your motivation to develop innovative ideas?

BLOCK F (PASSION AND PURPOSE)

Do you love what you do?

Does your work life positively effect your passion?

Does your work energize you?

Do you work harder because your work energizes you?

Do you feel your work is for a greater mission in life?

BLOCK G (HELPING OTHERS)

Do you like to inspire and help others?

Do you enjoy working for the welfare of others?

Do you like being dependable and reliable?

Do you enjoy being on a team?

Break out room discussions

What matters most to employees?

- ▶ Self-mastery & Growth
- ▶ Recognition and approval
- ▶ Rewards and money
- ▶ Passion
- ▶ Power
- ▶ Helping others
- ▶ Desire to win

What energizes you about your work?

- ▶ The chance to make an impact
- ▶ Learning something new
- ▶ Finding solutions
- ▶ Self-actualization
- ▶ The people/students
- ▶ Having fun
- ▶ Flexibility
- ▶ Sense of belonging
- ▶ Bonus opportunities

What would you do?

- ▶ You having been working for the same company for five years and they pay you enough to live a comfortable life. The mission of the company is clear and you are part of a great team. Perfection is not expected and when mistakes happen they are viewed as learning opportunities. You generally enjoy getting up and going to work most days. You don't have to punch a time clock and, while you often spend 40-50 hours a week on your projects, you feel accomplished and energized.
- ▶ An opportunity comes up for you to do the exact same line of work at another company. The pay is \$10,000-\$15,000 more annually, but you have heard the management style is strict, top down, and employees are often on a short leash with projects. You will have three supervisors and, while all decisions for projects have to get manager approval, you will meet with at least one of your supervisors every morning at 8 am and then again at 1 pm to assess daily progress.
- ▶ What would you do?

Motivation drivers

- ▶ People are more willing to stay and would even turn down significant pay raises when stress is reduced and autonomy exists.
- ▶ Carrot and Stick is no longer relevant
- ▶ Everyone needs a payment threshold, but after that what motivates us?
- ▶ Our basic nature is to be active and engaged and curious and self-directed.
 - ▶ So we tend to prefer environments that are
 - ▶ Flexible
 - ▶ Offer autonomy
 - ▶ Energizing
 - ▶ Provide learning opportunities

The Universal Value of Human Existence—Autonomy

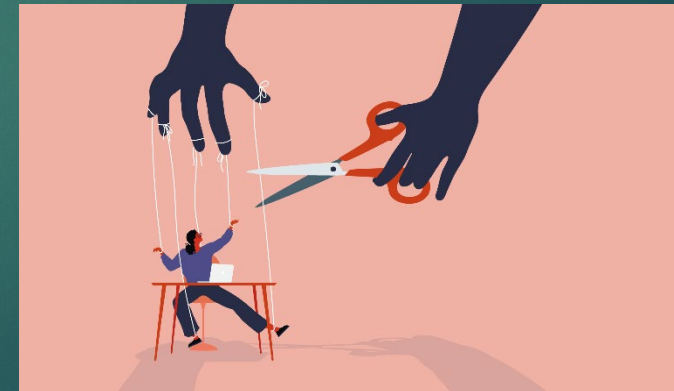
▶ Control = Compliance

- ▶ Humans want to be more than just a resource that is expendable



▶ Autonomy = Engagement

- ▶ Where humans naturally seek freedom to self-direct
- ▶ Autonomy is different than independence, it's the freedom to make choices and be interdependent

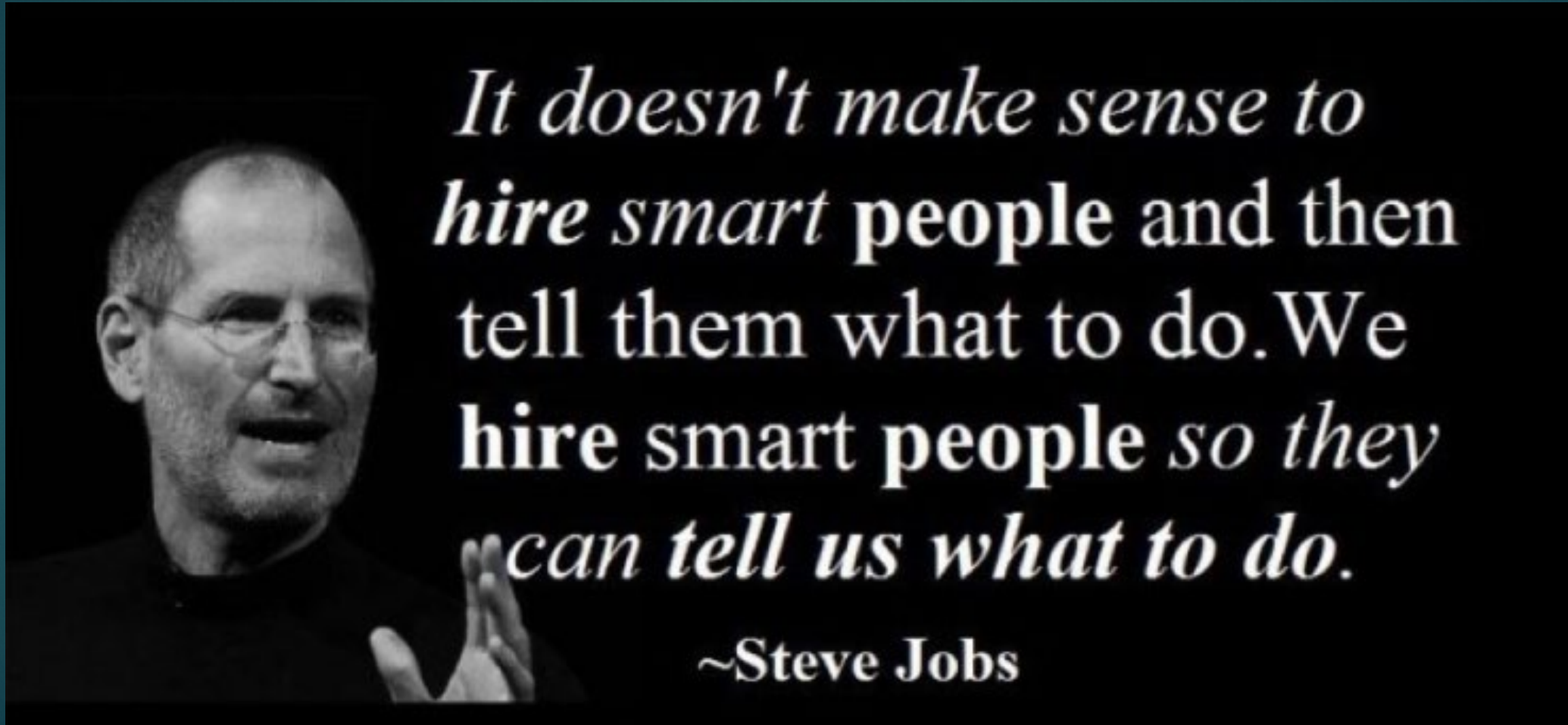




How would you want to be supervised?

- ▶ Are you a pawn or player?
- ▶ Do you want a long leash or short leash? Or no leash?
- ▶ Are conditions created for you that allow you to do your best work?

How do you supervise others?



Self-determination theory

According to self-determination theory, people need to feel the following in order to achieve psychological growth:

- ▶ **Autonomy:** *People need to feel in control of their own behaviors and goals. This sense of being able to take direct action that will result in real change plays a major part in helping people feel self-determined.*
- ▶ **Competence:** People need to gain mastery of tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals.
- ▶ **Connection or relatedness:** People need to experience a sense of belonging and attachment to other people.

Autonomy and well-being

- ▶ World wide evidence that people seek autonomy and it improves their lives.
- ▶ Performance and attitude improves with autonomy
 - ▶ Higher productivity
 - ▶ Less burn out
 - ▶ Increased psychological well-being (it's easier to manage our emotions when we are in control)
 - ▶ Inspires loyalty
 - ▶ Workers feel more valued
- ▶ Researchers from Cornell University –autonomy in small businesses
 - ▶ Half granted autonomy
 - ▶ Half top down
 - ▶ Autonomy driven businesses grew at 4X THE RATE, with only 1/3 THE TURNOVER

Autonomy gets what micromanaging never will

- ▶ Autonomy amplifies both freedom and responsibility
- ▶ Every company must find it's own way.
 - ▶ Letting go of power may make many leaders nervous, but micromanagement is what really hinders an organization's potential.
 - ▶ There's no universal solution, no one-size-fits-all method
- ▶ When employees can take the reins, organizations will grow.
 - ▶ If "Self-determination theory" were to have a baby with "Goal Setting Theory" it would be called the "OKR"
 - ▶ OKRs provide increased opportunities for autonomous motivation vs. traditional goal-setting methods.

MOTIVATION



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