Motivation as a skill: Strategies for managers and employees

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Motivation at Work at All Levels

Organizational Systems and Strategy

Management

Individual
When you think about the objectives and goals your team, department, or organization is responsible for in the next 12–24 months, as managers, what do we want from employees?
As Executives, We are Really Clear About …

We Want Productive Employees.
# The Focus of Traditional Motivation

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<th>Ends</th>
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<td>Means</td>
<td>Performance</td>
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<td>More, More, More</td>
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Blanchard Research Shows We Want Employees to …

- **Perform** at an above-average level
- **Use discretionary effort** on behalf of the organization
- **Endorse** the organization and its leadership
- **Operate** as organization citizens
- **Stay** with the organization
How You Attempt to Get Performance Depends on How You See Employees …
How You Attempt to Get Performance

Depends on How You See Employees …
Myths of Traditional Motivation

• You are either motivated or you are not.
• All motivation is good.
• The main issue is how much you have.
• More is better.

Xmas
Traditional Motivation in Real Life
Central Question of Optimal Motivation—Why Do We Do What We Do…

- Take action, work, play, strive for goals, engage in tasks, disengage?
- Enter and leave jobs, relationships, organizations?
- Seek out, rise to, and shy away from challenges?
- Flame out, Flounder, or Flourish?
Our Traditional Beliefs about Business

• It’s not personal, it’s just __________.
• The only reason business exists is to ______ _______.
• How do we hold people ____________?
• In the end, the only thing that matters is _________.
• If you cannot measure it, ___ _______ _________.
• All we need to do is get the right people ___ ___ ____, and the wrong people ___ ____ ___.

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Our Traditional Beliefs about Business

- It’s not personal, it’s just BUSINESS.
- The only reason business exists is to MAKE MONEY.
- How do we hold people ACCOUNTABLE?
- In the end, the only thing that matters is RESULTS.
- If you cannot measure it, IT DOESN’T MATTER.
- All we need to do is get the right people ON THE BUS, and the wrong people OFF THE BUS.
And Yet...
Remember Back to a Time When …

You felt passionate about your job and your work.

What behaviors did you exhibit toward your everyday tasks and goals? Your coworkers?

How did you feel and think about the organization?
Could We Become More Articulate about …

What We Want for Employees?
Recall Your Worst Boss …
and a Demotivating Work Environment from the Past …
• Relied on command and control style
• Overused her/his power and authority
• Insisted that business and work be impersonal

• Spoke negatively about self and/or others
• Overemphasized individualism
• Promoted relentless mantra of productivity and results

• Had narrow, tunnel vision
• Acted as judge and jury
• Focused only at microlevel
The Nature of Suboptimal Motivation
Undermining Leader Behaviors

Now consider the impact of these behaviors …

<table>
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<th>Autonomy</th>
<th>Relatedness</th>
<th>Competence</th>
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<tr>
<td>be impersonal</td>
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Uh oh. Do I do some of these things?
Poll Question

Which of these behaviors do you most want / need to eliminate?

a. Use command and control
b. Rely on your power and authority
c. Insist that business and work be impersonal
d. Be negative about self and/or others
e. Overemphasize individualism
f. Promote relentless mantra of productivity and results
g. Have narrow tunnel vision
h. Act as judge and jury
i. Focus only at micro-level
Recall Your Best Boss …
and the Best Work Environment from the Past …
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The Nature of Optimal Motivation
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Optimal Motivation Best Practices

**Autonomy**
- Explore Interest and invite choice
- Provide rationale and informational feedback
- Show empathy and caring

**Relatedness**
- Deepen interpersonal openness and appreciation
- Foster aligned or integrated identity with group
- Demonstrate commitment to mutual purpose

**Competence**
- Stimulate initiative and creativity
- Foster increased confidence
- Emphasize continual learning

I feel good about using these skills often…
Poll Question: Optimal Motivation Best Practices

Which leadership skills do you want / need to further embrace?

a. Explore Interest and Invite choice
b. Provide rationale and informational feedback
c. Show empathy and caring
d. Deepen interpersonal openness and appreciation
e. Foster aligned or integrated identity with group
f. Demonstrate commitment to mutual purpose
g. Stimulate initiative and creativity
h. Foster increased confidence
i. Emphasize continual learning
Motivation is a skill

You can learn
to create
a high-quality motivational outlook
on any task, goal, or situation
anywhere,
anytime you want.
A Leader cannot Motivate someone else.

But, a leader can foster a work environment in which Optimal Motivation is experienced by most employees most of the time.
Five Actions for Activating Optimal Motivation

Prepare & Examine
Task, Well-Being, Self-Regulation, & A-R-C

Identify
Your Current Motivational Outlook

Choose
Desired Motivational Outlook

Shift or Maintain
Motivational Outlook

Reflect & Close
Feelings, Emotions, and impact
Three Effective Leadership Actions for Activating Optimal Motivation with Others

1. Conduct Motivational Outlook Conversations

2. Use Optimal Motivation best practices and eliminate A-R-C undermining practices

3. Lead and coach with the language of Optimal Motivation
Motivation can now be treated as a vital skill that all employees can develop to enrich the quality of their day-to-day work experience, sustain high performance, and continually grow so they enjoy fulfilling careers.

At the same time, motivation is a skill that managers can use to enhance their leadership—and the quality of the work environment—so that individuals find it much easier to handle adversity, be creative and innovate, and sustain high performance over time.
Optimal Motivation stimulates positive outcomes …

- Generate 37% greater sales
- Experience 31% higher productivity
- Demonstrate 3 times more creativity
- Are 10 times more engaged by their jobs
- Are 3 times more satisfied with their jobs
- Are 40% more likely to receive a promotion within a year
- Results from frequency of positive moment-to-moment interactions

The Promise of Optimal Motivation
Poll Question: What additional resources would be interesting / helpful to you?

a. More on practical implementation of new motivational science at your organization

b. Blanchard research and white papers

c. Information on upcoming Blanchard events

d. Information on keynotes and other Blanchard offerings
Questions & Answers

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To Learn More

To learn how The Ken Blanchard Companies can help you bring these new skills into your organization, please contact us at:

800-728-6000

www.kenblanchard.com

webinars@kenblanchard.com
Additional Resources

• Motivation Misunderstanding
  Article in Training Magazine, July 2012
  http://trainingmag.com/content/motivation-misunderstanding.

• Optimal Motivation

• Situational Self Leadership and the One Minute Manager
  Ken Blanchard, Susan Fowler, and Laurence Hawkins

• Continue the conversation
  www.leaderchat.org