

RETHINKING ENGAGEMENT – *THEIRS AND YOURS*

Intrinsic Human Needs

Autonomy – Ability to choose from among options, a sense of control

Examples:

Belonging – Opportunities to give and receive warm regard in stable relationships

Examples:

Mastery – Having optimal challenges, useful feedback, learning and growth

Examples:

Purpose – Desire to find meaning outside or beyond one's own interests

Examples:

Intrinsic Motivation	Extrinsic Motivation
<ol style="list-style-type: none"> 1. I am doing this because I am passionate about it. 2. I love doing it. 3. It's fulfilling. 4. I enjoy learning more about it. 	<ol style="list-style-type: none"> A. I can't do it, but I have to do it anyway. B. I'm doing it because of the reward or punishment. C. I'm doing it because I should do it. D. I'm doing it because it's important.

Identifying Intrinsic Motivators

1) The Three-Year-Old

Your friends tell you that when their daughter was three years old, she still was dependent upon her pacifier. It was clear she didn't really need it as she only popped it in her mouth once she left the day care program. No amount of encouragement by the parents could induce her to give up the pacifier. One day over dinner, the parents were discussing a report they had heard that the chemical softener in pacifiers and children's toys was carcinogenic. Their daughter interrupted to ask what they were talking about. They explained, in simple terms, that her pacifier could be dangerous for her long-term health. Without a word, she took the pacifier out of her mouth and never, ever asked for it again.

- ◆ Which intrinsic motivator Autonomy, Belonging, Mastery, or Purpose had the biggest influence for the girl in this situation?

2) The Meeting

At a recent all staff meeting in your organization, the director walks in with this announcement. "Our organization will be facing extreme conditions in the next few months. The external environment is becoming less and less favorable to our mission and we will have to make a serious programmatic reorganization. As a result, I have drafted some new policies that I would like everyone to follow." He gives everyone a thirty-five-page document and says that no one is allowed to leave the room until they have finished reading it.

- ◆ Which intrinsic motivator Autonomy, Belonging, Mastery, or Purpose would have been best for the director to have used instead of relying on an extrinsic threat?

3) Wake Up Call

Maybe you have kids or maybe you remember being a kid. Mondays were especially difficult for you to get up, out of the house, and on your way to school. Sometimes there was coaxing, sometimes there were bribes, threats, or even shouting but getting out of bed, let alone out the door on time, was a big problem. Many mornings the whole household was set in a bad mood right at the start of the day. Yet, you must also remember weekends. Those glorious Saturdays when you could have slept late but you were awake at 6:00 AM anxious to watch TV, read a book, or meet your friends.

- ◆ Which intrinsic motivator Autonomy, Belonging, Mastery, or Purpose do you think has the biggest influence on waking up in this type of Saturday morning situation?

Extrinsic Motivators: Limits and Challenges

Use extrinsic motivators if you wish but be prepared to deal with the negative aftereffects.

Extrinsic Motivator	It Works	... But Be Cautious
Punishments	We want to avoid pain	<ul style="list-style-type: none"> • Promotes fear • Encourages lying – It’s OK if I don’t get caught • When the punishment stops, so does the desired behavior • It hurts relationships by eroding trust
Rewards	We love to get treats, extras, freebies, bonuses	<ul style="list-style-type: none"> • Reward Inflation: Over time, the current level isn’t enough to maintain the behavior • If the rewards stop, so does the desired behavior • Can lead to cheating to get rewards • Can result in hoarding of information to compete against colleagues
Competition	We like to be challenged and inspired	<ul style="list-style-type: none"> • Reward Inflation: Constant striving toward another win • Stress & Fear: Eventual inability to maintain first place • Pinning one’s self-worth on an external reward can create problems when one is no longer able to compete • Produces one winner and many losers who then become demotivated
Compensation	We need to make a living	<ul style="list-style-type: none"> • Give people a fair wage then do everything you can to de-emphasize money • Don’t make compensation contingent on <i>individual</i> performance
Awards	We love the recognition for extra effort	<ul style="list-style-type: none"> • Non-Contingent Awards: Keep awards separate from the task • Make Awards a surprise after the fact: Give them as recognition of work done well (i.e. doing something above and beyond expectation) • Use as a special thank you only

Practical Activities to Boost Engagement

From *Drive* by Dan Pink

Personal in Class

Two Sides to Your Purpose: What gets you up in the morning? What keeps you up at night? Summarize it in one sentence for each. If they give you a sense of meaning and direction, keep using them. If not, change them.

Your Response...

Ask the Big Questions: A great person is one sentence. What's yours? What will be said at your funeral? "She invented a device that made people's lives easier." Or "He taught two generations of children how to read."

Your Response...

Ask the Small Questions: Make three goals a) Efficiency at work b) Improved relationships c) Personal health. At the end of the day, record your accomplishments. Were you better than the day before?

Your Response...

Flow Test: Set a random alarm and note what you are doing and your level of engagement. Try to learn what motivates you and how you can do more of that.

As a Supervisor

Autonomy Audit: How much autonomy over Task, Time, Team, Technique do you provide when delegating to your team?

When do you have the most control in your work?

- A. Choosing my Tasks
- B. Choosing the Time I do tasks
- C. Choosing the Team I work with
- D. Choosing the Techniques I will use for the task

Three Steps to Share Control:

1. Involve people in goal setting
2. Use non-controlling language
3. Hold office hours

Which of these strategies will you commit to experimenting with in the near future? When will you check your progress?

No-Cost Levers of Engagement

Intrinsic Needs	Motivate Others by...	My Opportunities
<p>Autonomy</p> <p>The need to make decisions; to have agency or volition in one’s life; to have a measure of control or certainty</p>	<ol style="list-style-type: none"> 1. Offering choices 2. Defining the extent of your authority 3. Being flexible 4. Saying Yes if you can 5. 6. 	
<p>Belonging</p> <p>The need to connect with other like-minded individuals or a group; to be accepted and approved by others</p>	<ol style="list-style-type: none"> 1. Showing curiosity about individuals 2. Sharing appropriate personal information 3. Being trustworthy 4. Encouraging teamwork and team cohesiveness 5. 6. 	
<p>Mastery</p> <p>The need to gain new skills and knowledge; to demonstrate expertise; to be seen as a valued individual</p>	<ol style="list-style-type: none"> 1. Sharing leadership roles 2. Asking for advice 3. Providing learning opportunities 4. Offering to coach or mentor 5. 6. 	
<p>Purpose</p> <p>The need to make a difference for oneself and others; to connect to a greater vision; to contribute to a higher purpose</p>	<ol style="list-style-type: none"> 1. Clarifying organizational vision and mission 2. Focusing on shared goals 3. Relating the quotidian to the Big Picture 4. 5. 	