

Rethinking Engagement – Theirs and Yours

Special Topics / Consultants

October 12, 2023 | 1

Learning Objectives

At the end of this session, you will be able to:

- I. Identify and describe the characteristics of four intrinsic needs
- II. Identify the drawbacks of overreliance upon extrinsic motivators
- III. Give examples of at least three situations when intrinsic motivators are better than extrinsic motivators

Poll #1

To what degree are the people around you (work and home) motivated?

- A. Not at All
- B. Very Little
- C. Somewhat
- D. A Lot
- E. Absolutely Always

Poll #2

Rate your engagement level on most days

- A. Very Low
- B. Low
- C. Steady
- D. High
- E. Very High

Poll #3

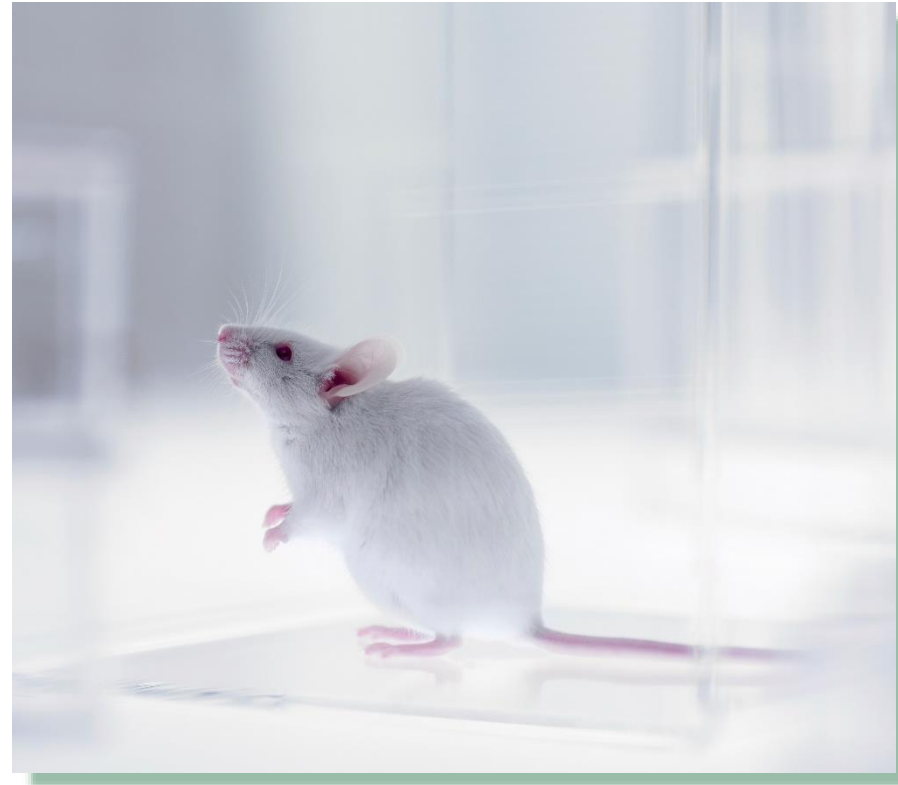
What time of day are you most absorbed in your work?

- A. Morning
- B. Noon
- C. Evening
- D. Night

My Brush with B.F. Skinner

Operant Conditioning

Shaping behavior with rewards



Motivation

The fulfillment of needs is what drives our actions.



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Intrinsic Needs

- Autonomy
- Belonging
- Mastery
- Purpose



Autonomy

The need to have a sense of control

What decisions?

Who makes them?

Can I decide What, How or When?



Belonging

The need to be connected to and accepted by others

Family, Friends

Co-workers

People with similar interests, affiliations, convictions



Mastery

The need to gain new skills or demonstrate one's expertise

Teaching & Learning

Personal growth

Desire to be recognized and appreciated for one's expertise



Purpose

The need to make a difference for oneself and others

Following your passion

Spiritual connection

Making the world a better place



Intrinsic Motivation

Controlled by the individual

Done for its own sake



Extrinsic Motivation

Controlled by someone else

Characterized by contingencies



Identifying Intrinsic Motivators (Poll #4)

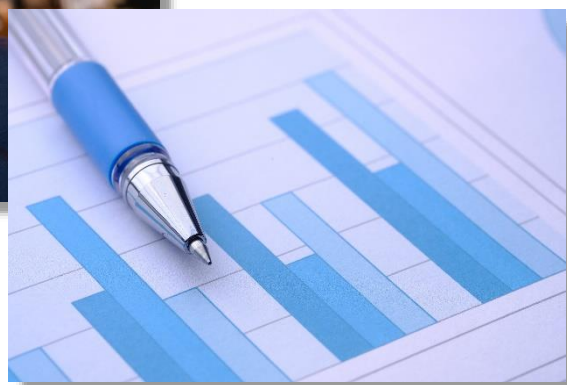
The Three-Year-Old



- A. Autonomy
- B. Belonging
- C. Mastery
- D. Purpose

Identifying Intrinsic Motivators (Poll #5)

The Meeting



- A. Autonomy
- B. Belonging
- C. Mastery
- D. Purpose

Identifying Intrinsic Motivators (Poll #6)

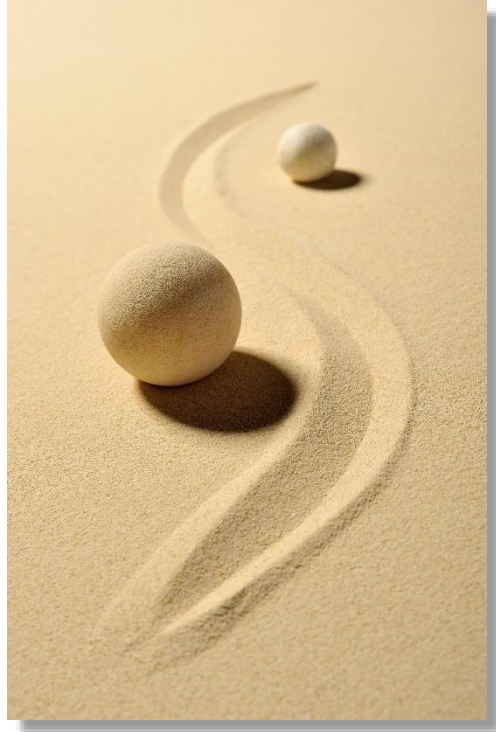
Wake Up Call



- A. Autonomy
- B. Belonging
- C. Mastery
- D. Purpose

Limits of Extrinsic Motivation

Extrinsic motivators can diminish performance



Competition produces one winner and many losers

No reason to achieve more than the stated goal

Limits of Extrinsic Motivation

Extrinsic motivators can promote unethical behavior



May lead to cheating to get the prize

May lead to hoarding of information

May encourage lying – It's OK if I don't get caught

Limits of Extrinsic Motivation

Extrinsic motivators can become addictive



Reward inflation – Over time the current level isn't enough

Increased stress & fear due to inability to maintain first place

The prize is more important than the work produced

Limits of Extrinsic Motivation

Extrinsic motivators can kill creativity



May turn joyful activities into transactional endeavors

A narrow focus on the award limits the broad perspective needed to foster creativity

Extrinsic motivation works best when...

...the task is mostly routine

... complex problem-solving & integrative thinking is not needed

If the task is routine...

- Acknowledge that it is boring
- Offer a rationale
- Connect to purpose
- Increase the challenge
- Vary who does it
- Allow for choices

No-Cost Levers of Motivation: **For Individuals**

- Two Sides to Your Purpose
- Ask the Big Questions
- Ask the Small Questions
- Flow Test

Drive:

The Surprising Truth
about What Motivates Us

by Daniel H. Pink

- Autonomy
- Mastery
- Purpose

No-Cost Levers of Motivation: For Supervisors

- Autonomy Audit: Task, Time, Team, Technique

When do you have the most control at work?

- A. My Task
- B. My Time
- C. My Team
- D. My Technique

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No-Cost Levers of Motivation: **For Supervisors**

- Autonomy Audit: Task, Time, Team, Technique
- Three steps to share control
 1. Involve people in goal setting
 2. Use non-controlling language
 3. Hold office hours

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Richard Ryan & Edward Deci, University of Rochester



How do I motivate others?



How do I set up the conditions so others will be intrinsically motivated?

Self-Determination Theory of Motivation

- Autonomy is key
- A level of competence is needed to be motivated
- Relationships have value
- Treating people with respect