Session 3

HOW TO MOTIVATE OTHERS
What motivates the team you work with?
What motivates the team you work with?
What motivates you?
What motivates you?
Drive – Daniel Pink

http://vimeo.com/15488784

or

http://www.youtube.com/watch?v=u6XAPnuFjJc
Traditional Tools of Motivation

But, do they work?
Bringing it Back to Kids
What Can We Glean from all This?
Carrots and Sticks Can:

1. Extinguish intrinsic motivation
2. Diminish performance
3. Crush creativity
4. Crowd out good behavior
5. Encourage cheating, shortcuts, & unethical behavior
6. Become addictive
7. Foster short-term thinking
When to Use Rewards: A Simple Flowchart

1. Offer a rationale for why the task is necessary.
2. Acknowledge that the task is boring.
3. Allow people to complete the task their own way.

1. They offer praise and feedback rather than things people can touch or spend.
2. They provide useful information rather than an attempt to control.

Is the task mostly routine?

Yes

Can you increase the task's challenge or variety, make it less routine, or connect it to a larger purpose?

That's pretty hard.

Use rewards, even "if-then" rewards, but be sure to:

Sure, I can do that.

Concentrate on building a healthy, long-term motivational environment that pays people fairly and that fosters autonomy, mastery, and purpose. Avoid "if-then" rewards in almost all circumstances. Consider unexpected, noncontingent "now that" rewards. And remember that those rewards will be more effective if:
What Does All of this Mean?
Purpose

Our intrinsic motivation is driven by its relationship to a greater purpose.
Autonomy

Four T’s

• Task
• Time
• Technique
• Team
Mastery

Mastery is:

- A mindset
- Pain
- An asymptote
Motivation

- Mastery
- Autonomy
- Purpose
What Can I Do Right Now?

If not now, when?
Tools

- Time for non-commisioned work
- FedEx days
- Autonomy Audit
- Self performance reviews
- Peer “now that” rewards
- Cede control
- Reich’s pronoun test
- Goldilocks moments
Time for Non-commissioned Work

• Set aside regular time to work on self-selected ideas
FedEx Days

• Corollary to non-commissioned work
• Time for people to work on anything with whoever they want
• Outcome must be presented the next day
Autonomy Audit

On a scale of 1 – 10, rate your autonomy over:

• Tasks
• Time
• Team
• Technique

Compare your results to your colleagues
Self Performance Reviews

• Set goals at the start of the month
• Give yourself an appraisal at the end of the month
• Have smaller and larger goals
Peer “Now That” Rewards

• Allow people to recognize colleagues for great work
Cede Control

- Involve people in goal setting
- Use non-controlling language
- Hold office hours
Reich’s Pronoun Test

- Listen to people talk about the organization:
  - We’s vs. they’s
- Helps gauge engagement and disengagement
Goldilocks Moments

• Start with a diverse team
• Strive for tasks that aren’t too easy or hard
• Shift tasks to help with mastery