

## Motivating the Unmotivated:

An Approach to Employment and Retention  
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## De-motivating Factors and Disincentives

- Short Term Financial Gain: litigation outcomes; Workers' Compensation benefits; SSI, SSDB and Short and Long Term Disability; Unemployment
- Identification with inability secondary to loss of work stamina and self confidence, especially when out of work for two years or more
- Loss of currently competitive skills (e.g. technology)
- Difficulty negotiating job search given highly competitive and digital environments
- Fear of failure
- Fear of success

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## Motivation

- Defined as something that energizes, directs and sustains behavior
- **Intrinsic:** internal desires to perform a particular task; and a sense of satisfaction that comes from the interest in and actual performance of the task or job that might develop a skill or appeals to one's ethics as being the right thing to do. Examples include achievement, responsibility and competence.
- **Extrinsic:** Factors external to the individual and unrelated to the task they are performing. Examples include salary, promotion, feedback, working conditions, paid vacation and time off, health benefits and retirement plans. These factors are controlled by others.
- According to **Cognitive Evaluation Theory**, one or the other type of motivation may be more powerful for a given individual.

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## Psychology Applied to Modern Life by Weiten and LLOYD

- “Motivation is triggered when people are interested in the issue, find it personally relevant, and have time and energy to think about it carefully.”
- “individuals, must be capable of understanding it.”

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## Maslow’s Theory of Actualization and related theories

- **Need to fulfill one’s potential is the highest need in the motivational hierarchy.**
- People will be frustrated if they are unable to fully utilize their talents or pursue their true interests.
- According to Daniel Pink, the 3 elements of true motivation are autonomy, mastery and purpose.
- **Autonomy:** the desire to direct our own lives
- **Mastery:** the urge to continually improve at something that personally matters
- **Purpose:** the yearning to do what we do in the service of something larger than ourselves
- According to Lakhani and Wolf of the Boston Consulting Group, “enjoyment-based intrinsic motivation, namely how creative a person feels when working on the project, is the strongest and most pervasive driver.”
- According to economist, Bruno Frey, “Intrinsic motivation is of great importance for all economic activities. It is inconceivable that people are motivated solely or even mainly by external incentives.”

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## Maslow’s Hierarchy at the Job

<b>Need</b>	<b>Job</b>
Self-Actualization	Training, Advancement, Growth, Creativity
Esteem	Recognition, High Status, Responsibilities
Belongingness	Teams, Departments, Co-Workers, Clients, Supervisors, Subordinates
Safety	Work Safety, Job Security, Health Insurance
Physiological	Heat, Air, Base Salary

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### Design for Intrinsic Motivation

- Create an environment that makes people feel good about participating
- Give users autonomy
- Keep the system as open as possible
- Question: How does the built environment of the prospective workplace promote or inhibit autonomy, mastery, and purpose?

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### Traditional Rewards System

- “If-then” rewards give us less of what we want, they can extinguish intrinsic motivation, diminish performance, crush creativity, and crowd out good behavior.
- **Important:** For rule-based routine tasks, acknowledge that it can be boring but emphasize the rationale for why the task is necessary and important to the overall operation. Allow for people to control how to complete it, as much as possible, to foster a sense of autonomy. e.g. car assembly

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### Additional “Pink” Philosophy

- Mastery = Flow (satisfaction when challenges are matched to one’s abilities)
- Baseline rewards: salary and benefits representing the floor of compensation. If perceived as inadequate, focus will be taken away from motivation.
- “If-then” rewards as contingencies can be effective for routine tasks e.g. incentive pay for above expected productivity vs. “now that” e.g. occasional reward following a good outcome.

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### Julia Harris Wexler, "Certified Executive Coach"

- "The latest research shows that having an impact at work is the leading factor responsible for employee retention, productivity, revenue generation and leadership potential."
- Workers feel better about working when they feel what they do matters. Doing meaningful work overrides office amenities.

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### The Power of Less by Leo Babauta

- "Motivation, in its best from, is a way for you to want to do something."
- **8 Ways to Motivate from the Beginning:**
  1. Start small – start with an easy goal e.g. backward chaining
  2. One goal and focus on it completely
  3. Know the reasons – write them down
  4. Really want the goal deeply
  5. Commit publicly
  6. Get excited about goal by seeing the benefits by visualizing in one's mind
  7. Build anticipation which increases focus and energy for the goal e.g. set a date to accomplish
  8. Print it out; post it up e.g. one thing at a time

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### Ways to Sustain Motivation

- Slowly increase toward the goal, working up to it
- "Just start" – it is never as hard as one thinks it would be!
- Stay accountable and report it – no one likes to report failure
- Think you can do it, stay positive
- Think about the benefits – what will be gained
- Celebrate milestones in small steps
- Get through the low points as motivation waxes and wanes e.g. support networks
- Chart progress, reward success, overcome urges to quit by having a plan
- Find pleasure in the activity

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**The Click Moment by Frans Johansson**  
**Inspiration for the Self-Employed and Small Businesses**

- "They had no idea how many times they would have to be wrong in order to get it right. This is why they and others like them, need a strong motivator for getting through it all. I call that motivation, passion, and it leads to our fifth tactic: use passion as fuel to get past inevitable failures."
- "If you are driven by an intrinsic motivation such as passion, you have a better chance of producing creative work than if you are driven by external factors."
- Learn to court "randomness" which presents unique opportunity
- "cascade – an action that has consequences that spread far beyond anything predicted or expected, like the rings on the surface of water" e.g. E-bay. The site exceeded established auction houses Sotheby's and Christie's.
- "self-reinforcing loop" – past success continually reinforces future success
- "increasing returns" and "economy of scale"

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**Getting Praised, Raised and Recognized**

- "When you have little faith that you can improve your condition, it's a temptation to hide your frustration beneath a crust of indifference. That only pulls you further down. Look around and you'll discover something you can do to alter the flow of events and relieve a stuffy emotional climate. Change your activities and maybe your job itself."
- As a coach, encourage helping each one feel important
- A sense of belonging will increase pride, morale and the quality of the work e.g. Microsoft and early stock options
- Reinforce how essential the worker is to the total operation as a sense of belonging fosters feelings of confidence and security.

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**Getting Back to Work by L.K. Rolie**

- "The secret of getting ahead is getting started. The secret of getting started is breaking our complex overwhelming tasks into small tasks and then starting on the first one." (Mark Twain)
- "In order that people may be happy in their work, these three things are needed: They must be fit for it. They must not do too much of it. And they must have a sense of success in it." (John Ruskin)
- "Where your talents and the worlds' needs cross, there lies your vocation." (Aristotle)
- "Do what you can, with what you have, where you are." (Theodore Roosevelt)
- "Treat people as if they were what they ought to be and you help them to become what they are capable of being." (J.W. Goethe) e.g. Helen Keller

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### Job Search Handbook for People With Disabilities

- Values as motivators. What is being looked for in a job? e.g. Challenge, creativity, fringe benefits, independence, vacation, money, opportunity, recognition, routine, structure, security, variety?
- Interests and Aptitudes; Learning Style Assessments e.g. Perceptual Memory Task by McCarron Dial
- Internships, typically 3-4 months, in a professional setting as motivator e.g. Rusk Institute Vocational Services Department
- Mentors; Networking
- [www.internweb.com](http://www.internweb.com); <http://servenet.org>

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### Heart At Work by J. Canfield and J. Miller

- "The irony of the situation is that what motivates people the most takes so relatively little to do – just a little time and thoughtfulness for starters. In a recent research study of 1500 employees conducted by Dr. Gerald Graham, 'Personal congratulations by one's manager for doing a good job was ranked first out of 65 potential work place incentives he evaluated. And 58% of the employees in the study said they seldom if ever received such a thank you from their manager. Second was a personal note for good performance written by one's manager; 76% reported seldom if ever receiving a personal note of thanks from their manager."

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### More from Heart at Work

- Involve those individuals you are trying to motivate – partner to come up with what would be rewarding e.g. monthly pizza party
- Ask employees what motivates them?
- "By helping them to reach their goals, you can unleash an excitement and commitment in them to want to do their absolute best."
- In a study by the Families and Work Institute, "open communication" was ranked as the most important reason employees gave for taking their current jobs. Everyone wants to know what's going on - especially as it affects them – and just giving them this information is motivating."

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**How to Really Motivate an Employee  
from Heart at Work  
based on a study by Glenn Tobe & Associates**

<p><b><u>Employees</u></b></p> <ul style="list-style-type: none"> <li>• <b>Appreciation</b></li> <li>• <b>Feeling “in” on things</b></li> <li>• <b>Understanding Attitude</b></li> <li>• Job Security</li> <li>• Good Wages</li> <li>• Interesting work</li> <li>• Promotion Opportunity</li> <li>• Loyalty form management</li> <li>• Good working conditions</li> <li>• Tactful discipline</li> </ul>	<p><b><u>Supervisors</u></b></p> <ul style="list-style-type: none"> <li>• Good wages</li> <li>• Job security</li> <li>• Promotion opportunity</li> <li>• Good working conditions</li> <li>• Interesting work</li> <li>• Loyalty from management</li> <li>• Tactful discipline</li> <li>• <b>Appreciation</b></li> <li>• <b>Understanding attitude</b></li> <li>• <b>Feeling “in” on things</b></li> </ul>
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**Career Intelligence by Barbara Moses**

- **Retention – “Maintaining Morale”**
- Extremely effective strategy for maintaining morale and productivity is simply to be **considerate and sensitive with people reporting to you and to be generous in giving feedback**
- Another powerful yet simple strategy is the **promotion of people’s self-esteem** by giving them opportunities to achieve and to feel that they are important along with positive feedback for their efforts. Pay is not enough.

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