

How would you define motivation?



Motivation

➔ A **motive** for **action**

Motivate = to make someone want to take action

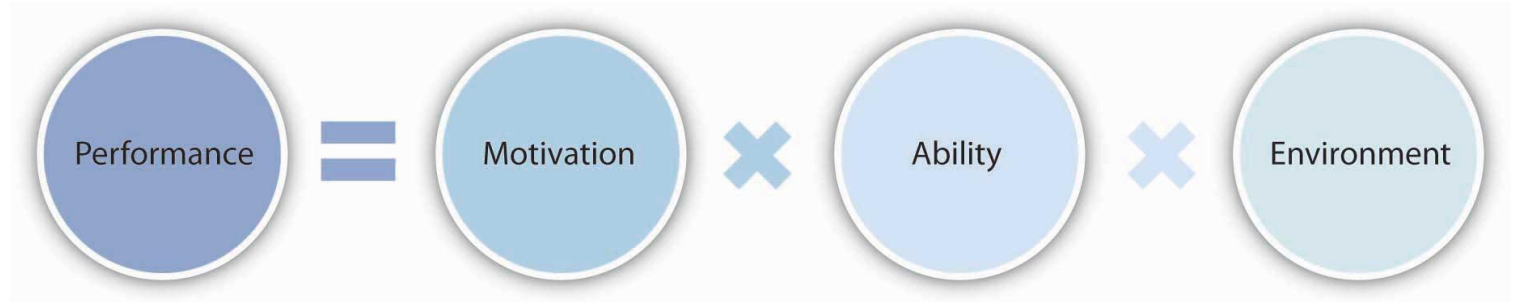


How do you recognise someone who is motivated?

Motivation and performance

Motivation is one of the foundations of performance

Motivation predicts effort and persistence, not performance.





Motivation is a balance
between many complex
factors

Team & Self motivation

In groups of 3 reflect on:-

- What motivational issues do you identify: in your teams, and for yourself?
- What are the sources of demotivation?
- What do you do when you sense that someone is not motivated?
- What works to help motivate them?
- What doesn't work?



Intrinsic/Extrinsic

Extrinsic motivation: carrot and stick

Intrinsic motivation: what drives this person?

INTRINSIC motivation



Interest and enjoyment in the task itself

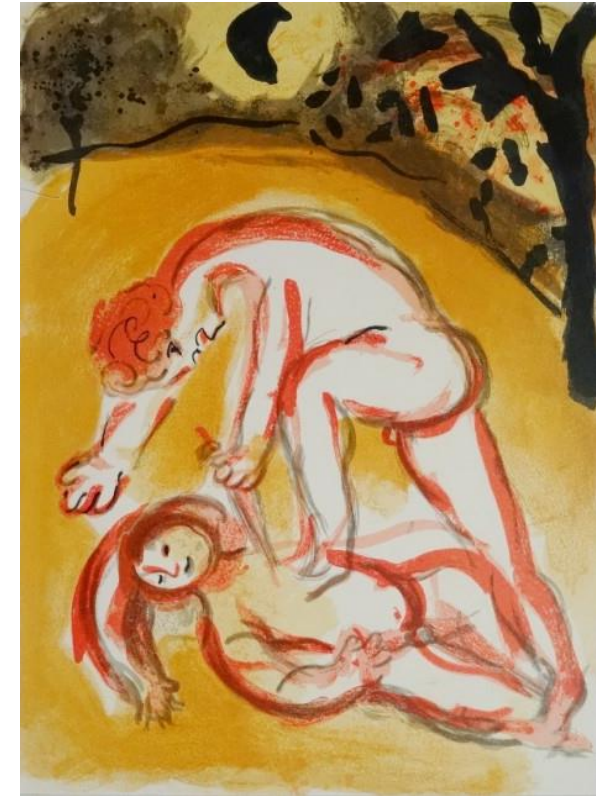
EXTRINSIC motivation



Outcome that will result by doing the task

The risks of extrinsic...

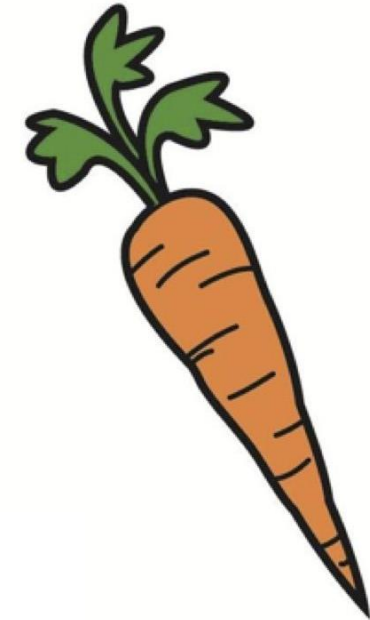
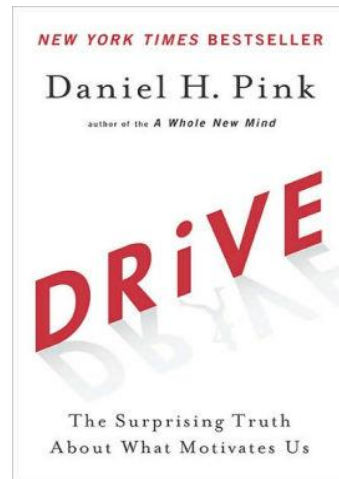
- Extrinsic needs constant maintenance
(Herzberg's Two Factor Theory)
- Extrinsic is addictive
- Extrinsic kills creativity
- Extrinsic kills intrinsic



At the heart of intrinsic motivation

- Autonomy
- Competence (Skills)
- Relatedness
- Purpose

Daniel Pink ; Ryan et Deci



Intrinsic
Motivation

Trust as a source of motivation

Pay attention to reliability: alignment between what is said and what is done.



Trust = Credibility + Reliability + Intimacy

Self-orientation

IN GROUPS

How do you find out what motivates your employees?

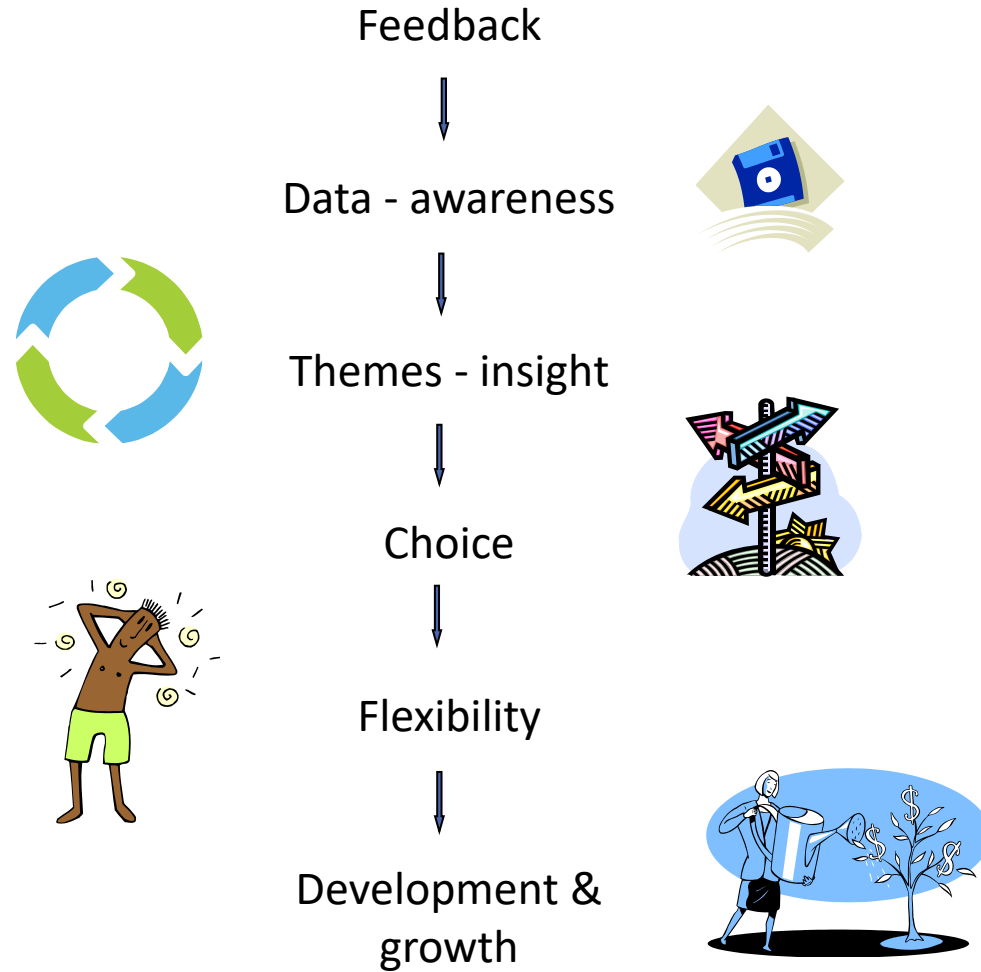
Do you discuss within the team what motivates you? If so, how is this done and is it motivating?

If not, would it be relevant? How could you install it?

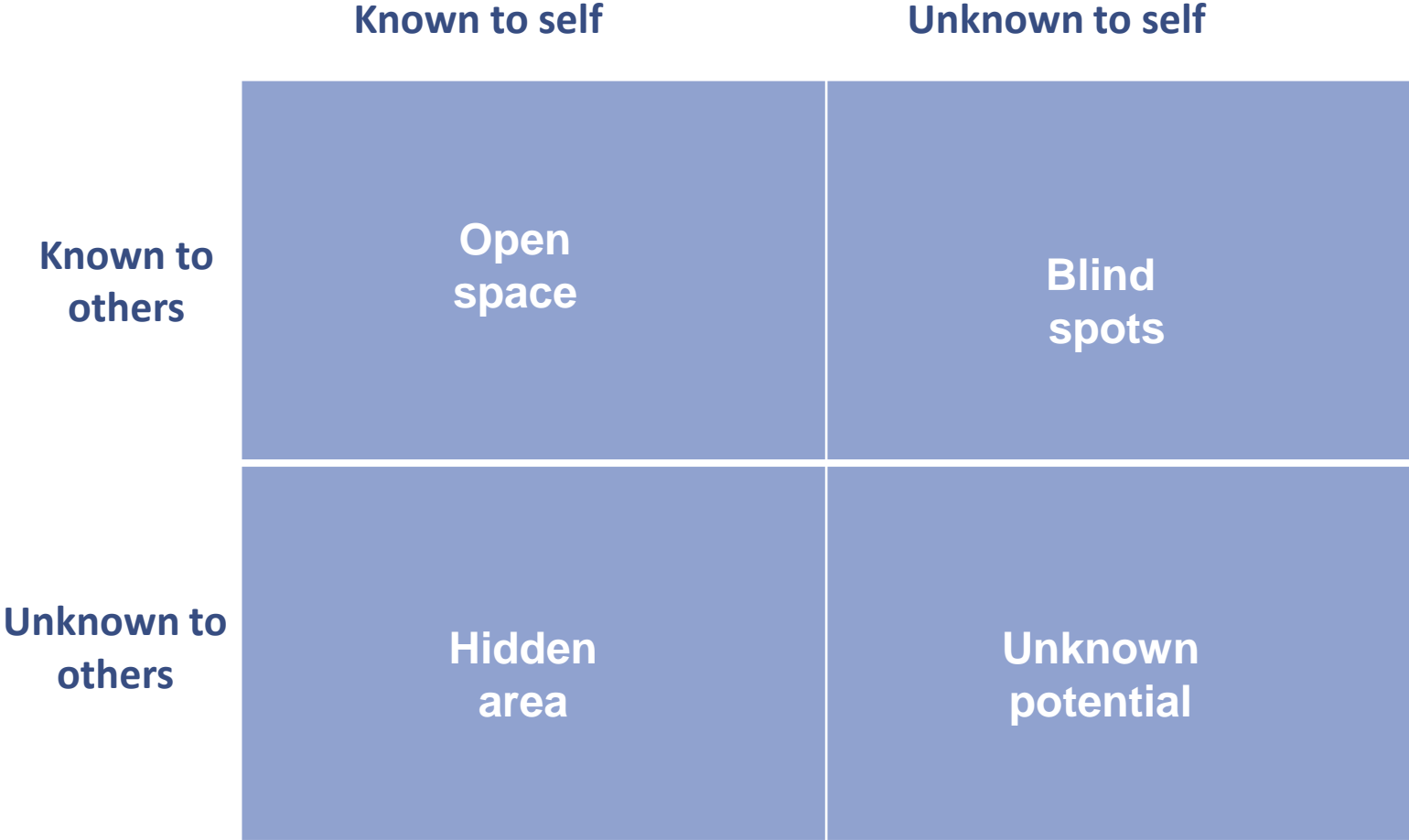
Why give feedback?



What is the purpose of feedback?



Johari window



Johari window

Feedback



Known to self

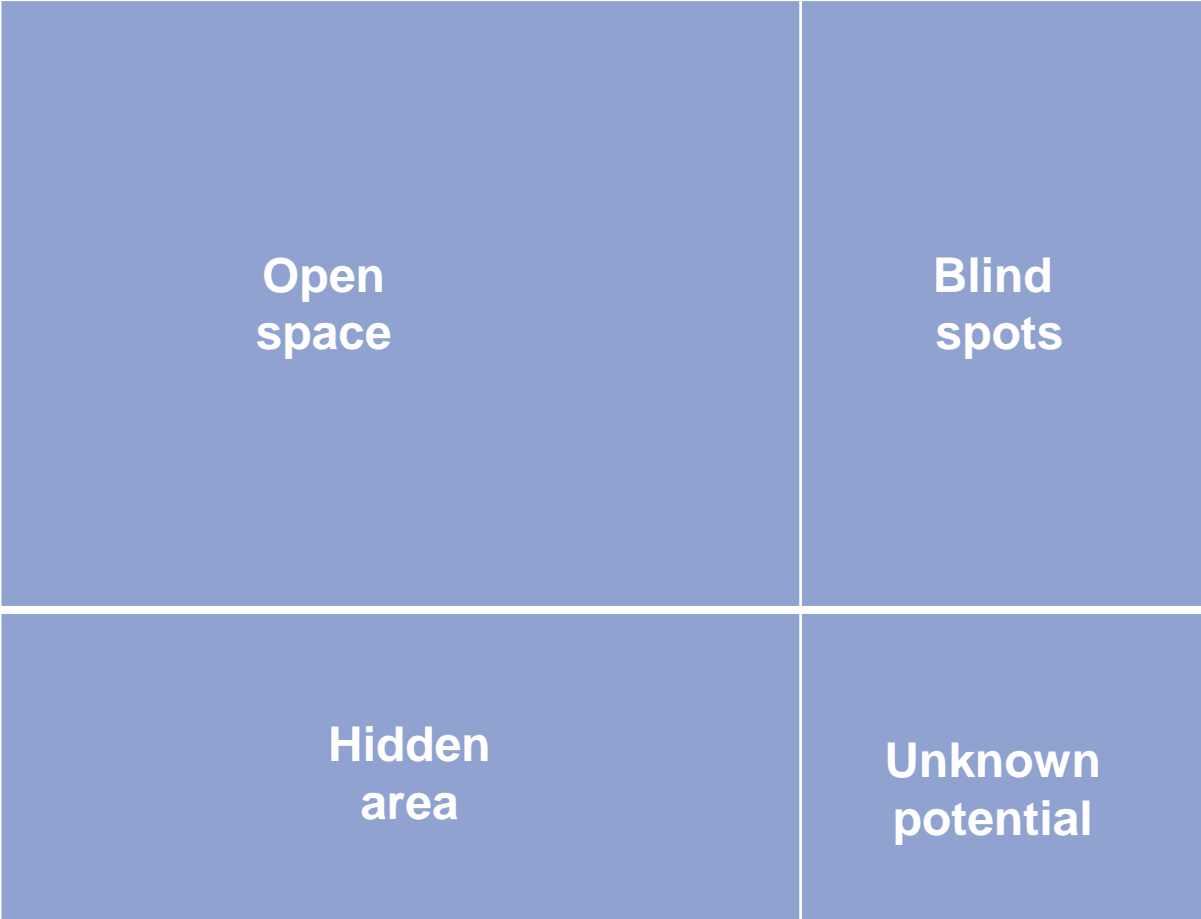
Unknown to self

Disclosure



Known to others

Unknown to others



Giving & Receiving feedback

How to Give

Clean

Specific

Focus on behaviours

From their 'map of the world'

Owned – first hand

Benefit of receiver

Messy & unclear

General

Motive

From our 'map of the world'

Disowned

Benefit of giver

How to Receive

Clean

Listen

Ask Questions

Internalise

Choose

See as an opportunity to learn

Messy & unclear

Don't listen

Criticise

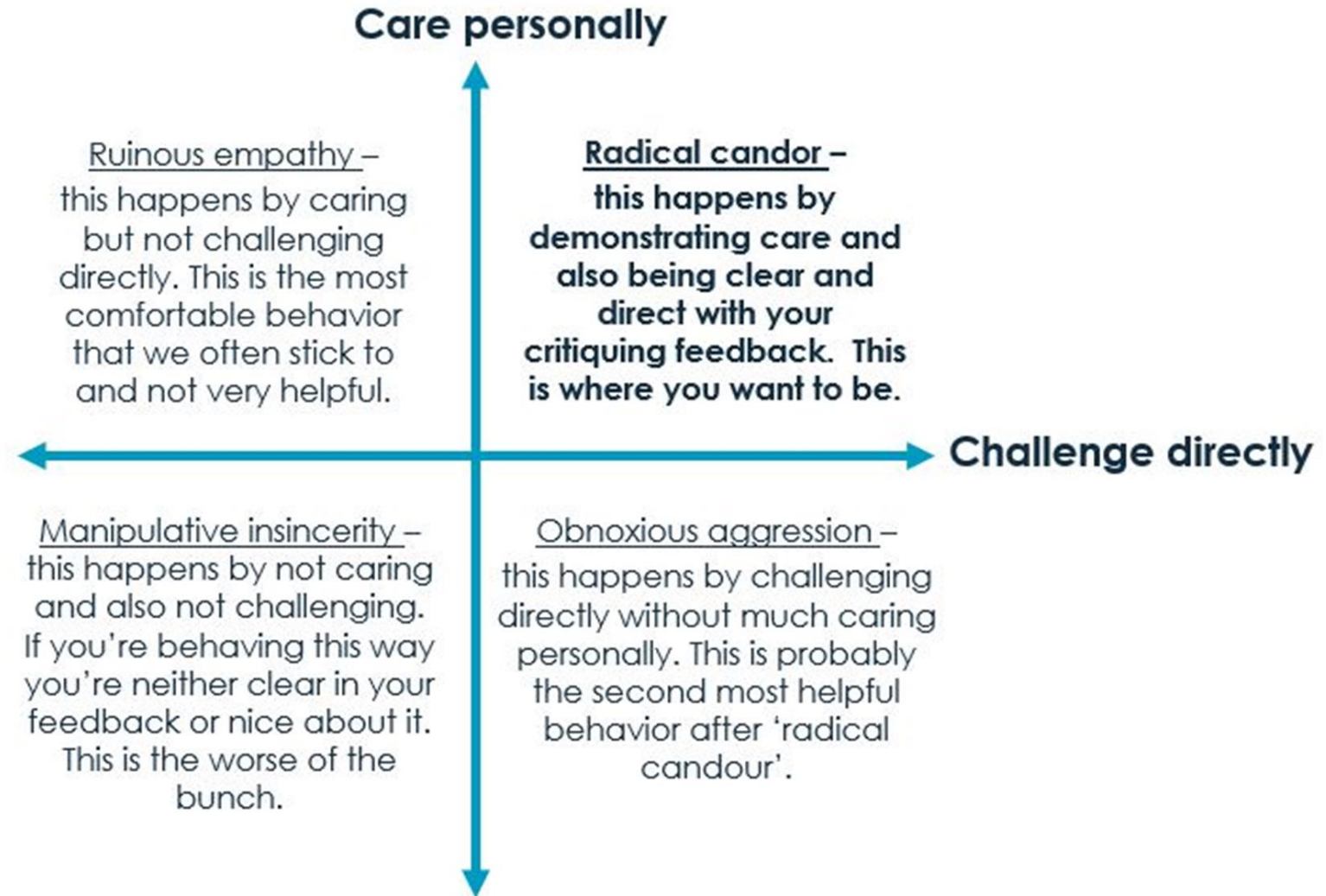
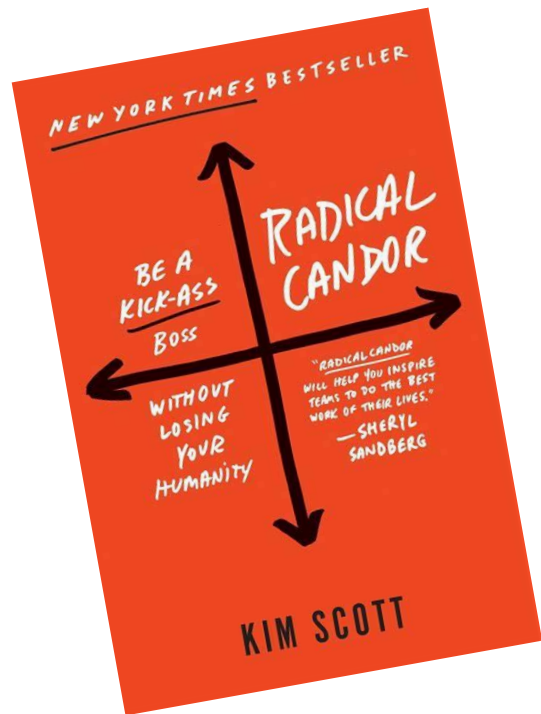
Deflect / apportion blame

Make excuses

Learn nothing

Receive, Reflect, Respond

Radical Candor



Feedback frames

You can construct your own easily – think about the outcome of the conversation you are having and what feedback would help everyone involved to move towards that outcome?

More of less of....

What delighted me was..
What concerns me is....

What I appreciate about how you currently work is...
What I want to see you develop is...

What went well was
An area for development is

S ituation	Describe situation with specifics, place, time, circumstance
B ehaviour	Describe what you observed (not your feeling or impression)
I mpact	Describe specific result of the behaviour

Practice with your buddy

Feedback exercise with your buddy: Using a feedback frame, construct some feedback for your buddy based on what you have already noticed as you've worked together.

You may wish to reflect on the breakout discussion you had at the end of our SDI session on strengths and overdone strengths – feedback on some of the strengths you've observe in them, and where you have noticed their overdone strengths.

10 minutes – 5 minutes each way

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