

Lightbulb Moments

Motivation in the Workplace (No. 1 in a series of 21)

Defining Motivation



Everyone knows what motivation is but it is difficult to describe or define.

In an absolute sense, motivation *per se* does not exist - it can only be inferred by looking at behaviour, quantifying changes in behaviour or by inviting individuals to talk about their needs or goals and why they do what they do.

Put simply, motivation can be defined as

"the process which encourages and guides behaviour".



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Motivation in the Workplace (No. 2 in a series of 21)



Optimism

A fundamental component of motivation is optimism, which is how people explain to themselves their successes and failures.



The optimist relishes the good times and is unmoved by the bad.



The pessimist suffers the bad times and derives little pleasure from the good.



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Optimism (II)

Optimism focuses upon how you explain your experiences in the world through three separate factors:

Pervasiveness – do you generalise your response to an event or do you localise it?

Permanence – do you think a particular event is permanent or temporary?

Personal – do you take an event personally or impersonally?



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Optimism	Good Experience	Bad Experience
<i>Pervasive</i>	Generalised	Limited
<i>Permanent</i>	Permanent	Temporary
<i>Personal</i>	Due to Self	Not due to Self

Pessimism	Good Experience	Bad Experience
<i>Pervasive</i>	Limited	Generalised
<i>Permanent</i>	Temporary	Permanent
<i>Personal</i>	Not due to Self	Due to Self

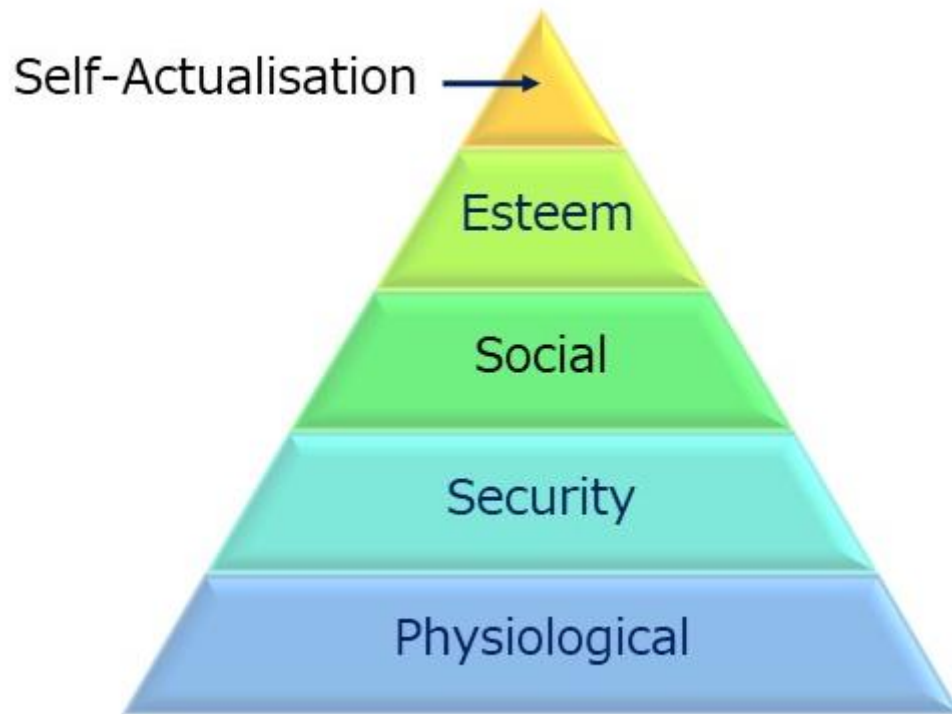


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Motivation in the Workplace (No. 5 in a series of 21)

Maslow's Hierarchy of Needs



The hierarchy of needs theory suggests that needs lower down in the hierarchy must be satisfied before needs higher up can be attend to.

When one level of satisfaction is achieved the next level of need becomes important.

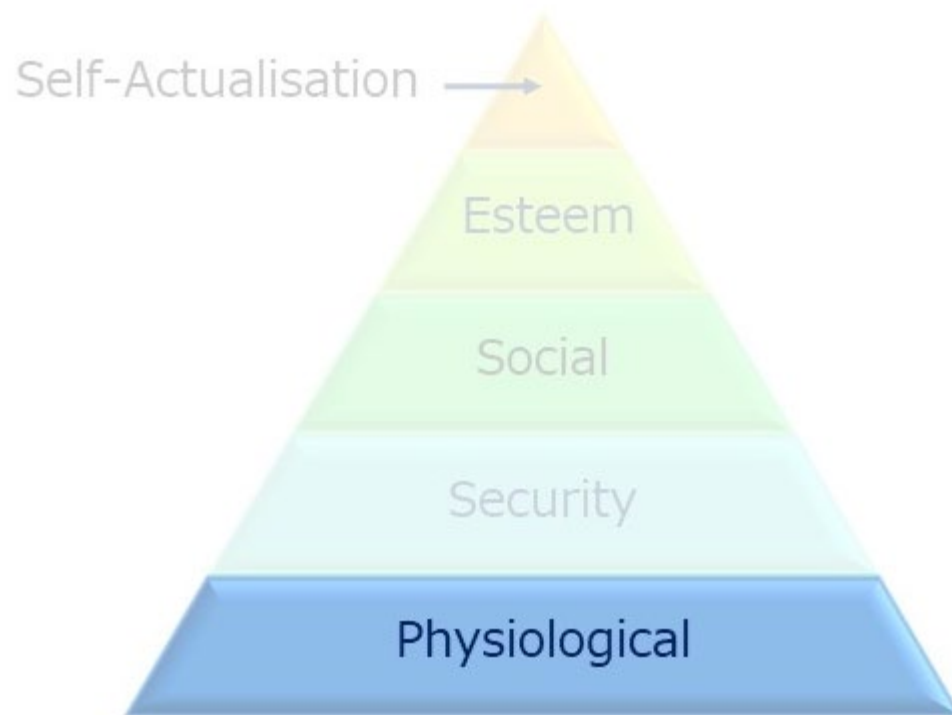


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Motivation in the Workplace (No. 6 in a series of 21)

Maslow's Hierarchy of Needs – Physiological Needs



The most basic needs are physiologically essential for the continuation of life:

✓Air ✓Water ✓Food ✓Sleep ✓Reproduction

At the most basic level people will work for food and drink and will fight to secure them.

Ensure that remuneration is at least sufficient to pay for the basic necessities of life, such as food, drink, clothing and rent.

Also, make sure there is time for rest and recuperation.

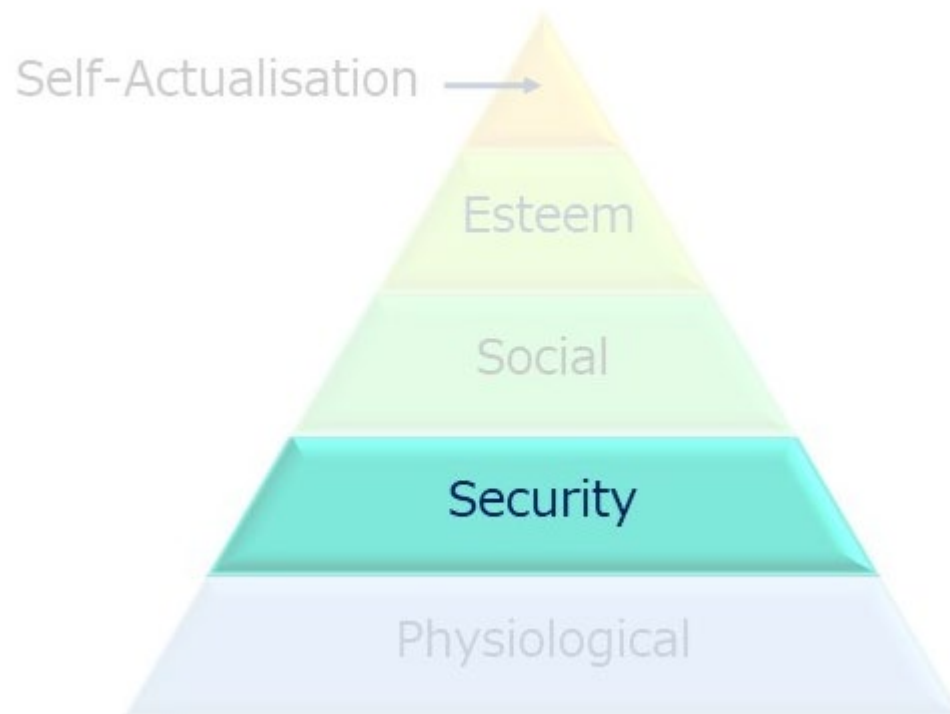


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Motivation in the Workplace (No. 7 in a series of 21)

Maslow's Hierarchy of Needs – Security Needs



Security needs are to be safe from harm and so people require:

- ✓ Shelter and clothing
- ✓ Personal safety and security

Ensure the working environment is safe and people feel secure.

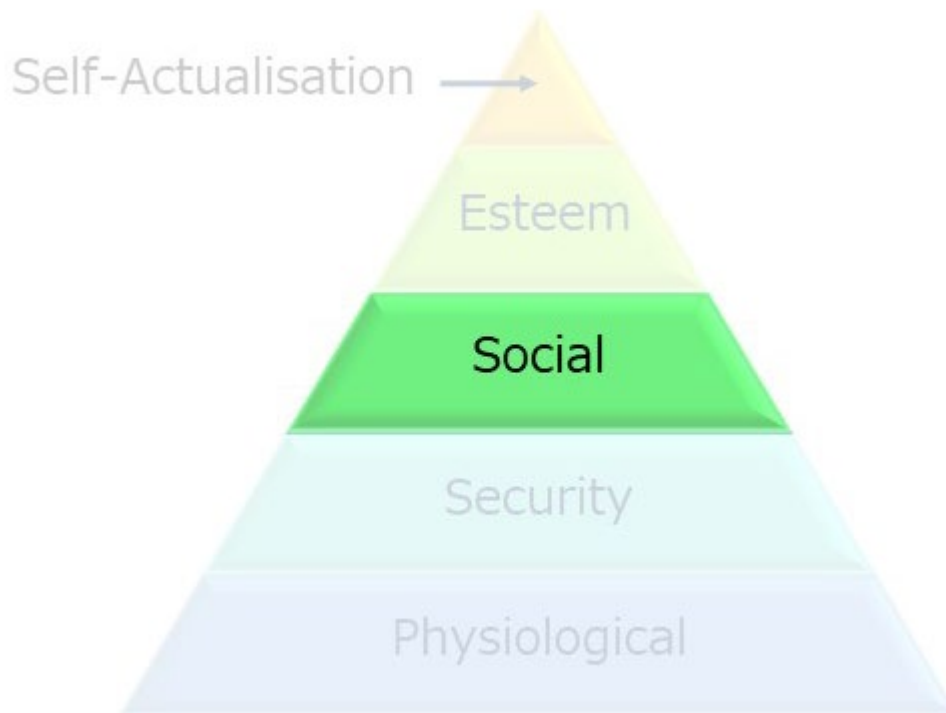


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Motivation in the Workplace (No. 8 in a series of 21)

Maslow's Hierarchy of Needs – Social Needs



Social needs are to be part of a group and be with others who will share hopes, fears and aspirations.

Encourage individuals to form groups and teams where they can get a sense of belonging, interact and identify with each other.



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Motivation in the Workplace (No. 9 in a series of 21)

Maslow's Hierarchy of Needs – Esteem Needs



Esteem is about enjoying a personal status and a role that gives individuality and an identity. This allows people to be themselves and express their personality.

Encourage individuals and reward their personal contribution and achievements.

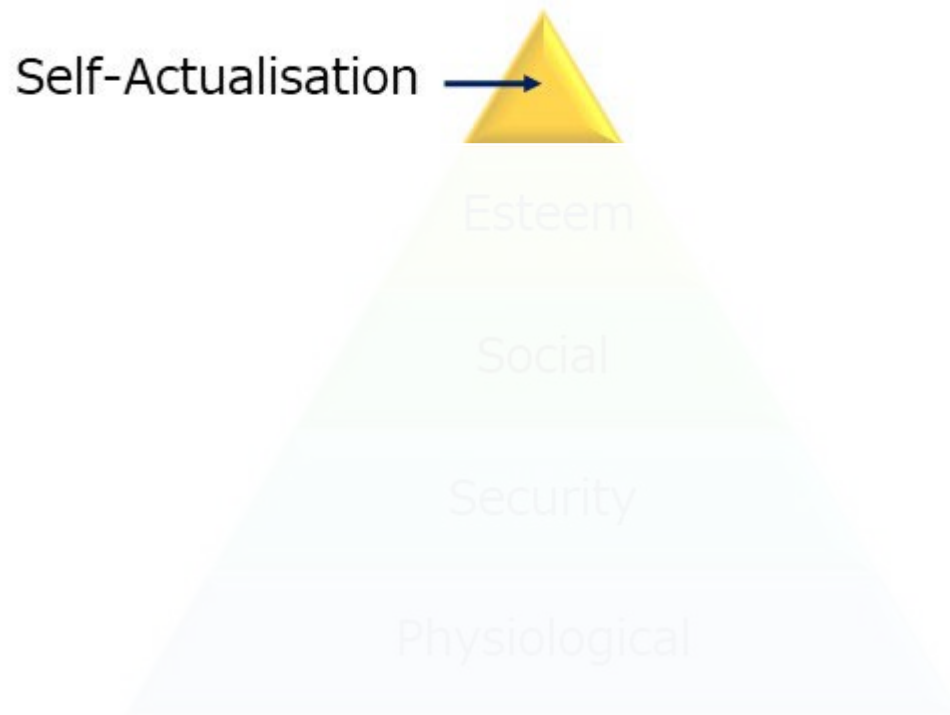


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Motivation in the Workplace (No. 10 in a series of 21)

Maslow's Hierarchy of Needs – Self-Actualisation Needs



Self-actualisation is a person's need to be the best that they can be, with all the talents, skills and gifts that they have.

It is about being their true self: achieving all that they set out to achieve, being what they want to be, feeling satisfied with their position and knowing that they have done the very best they can with what they have.

Enable people to be able to develop and to be the very best that they can be.

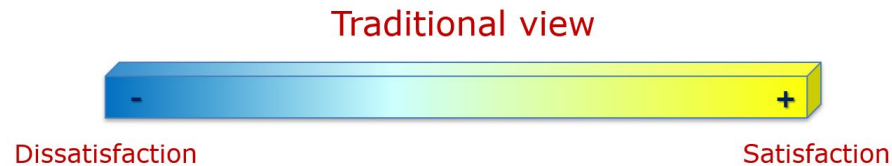


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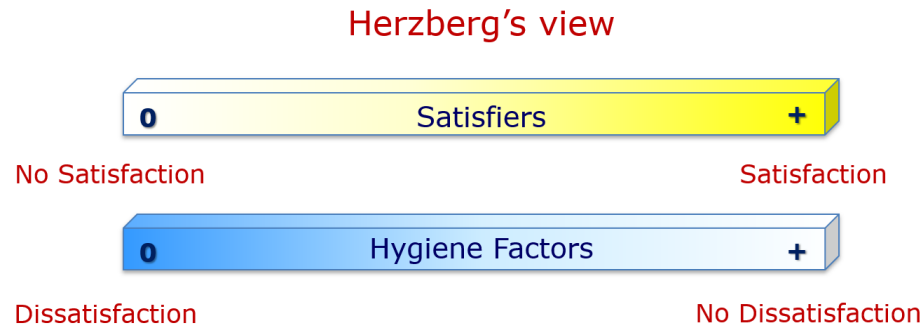
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Herzberg's Two Factor Theory



The two factor theory of motivation states that satisfaction and dissatisfaction are two separate vectors, rather than at opposite ends of the same continuum.



This suggests that certain specific things are required for motivation to take place. Some of these things can prevent dissatisfaction but cannot, in themselves, bring satisfaction.



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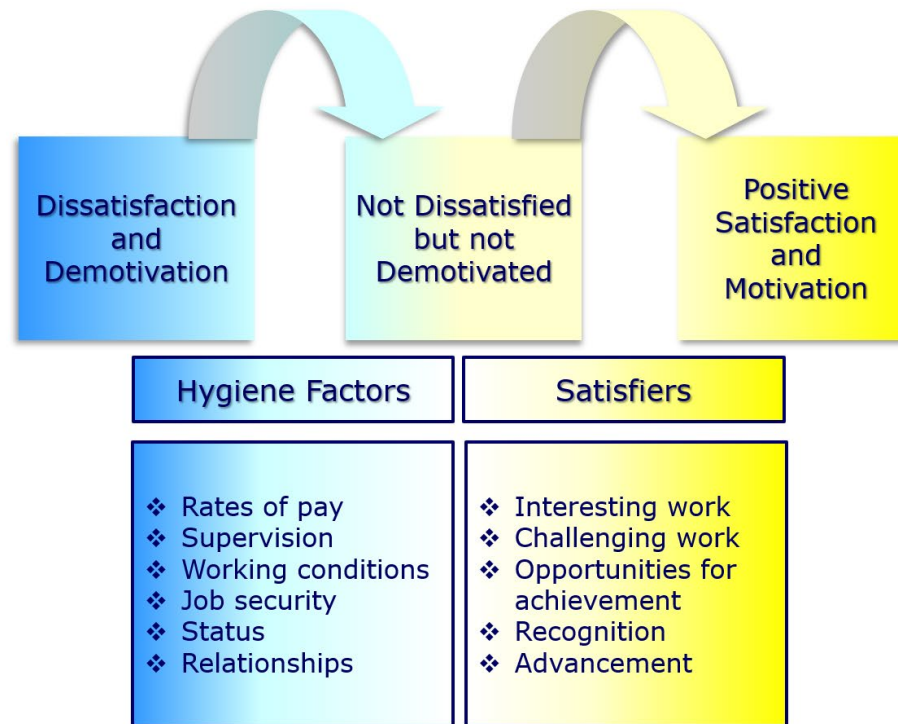
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Herzberg's Two Factor Theory

Things that bring about job satisfaction are called: **Satisfiers**

Things that prevent dissatisfaction but cannot bring satisfaction are called: **Hygiene Factors**



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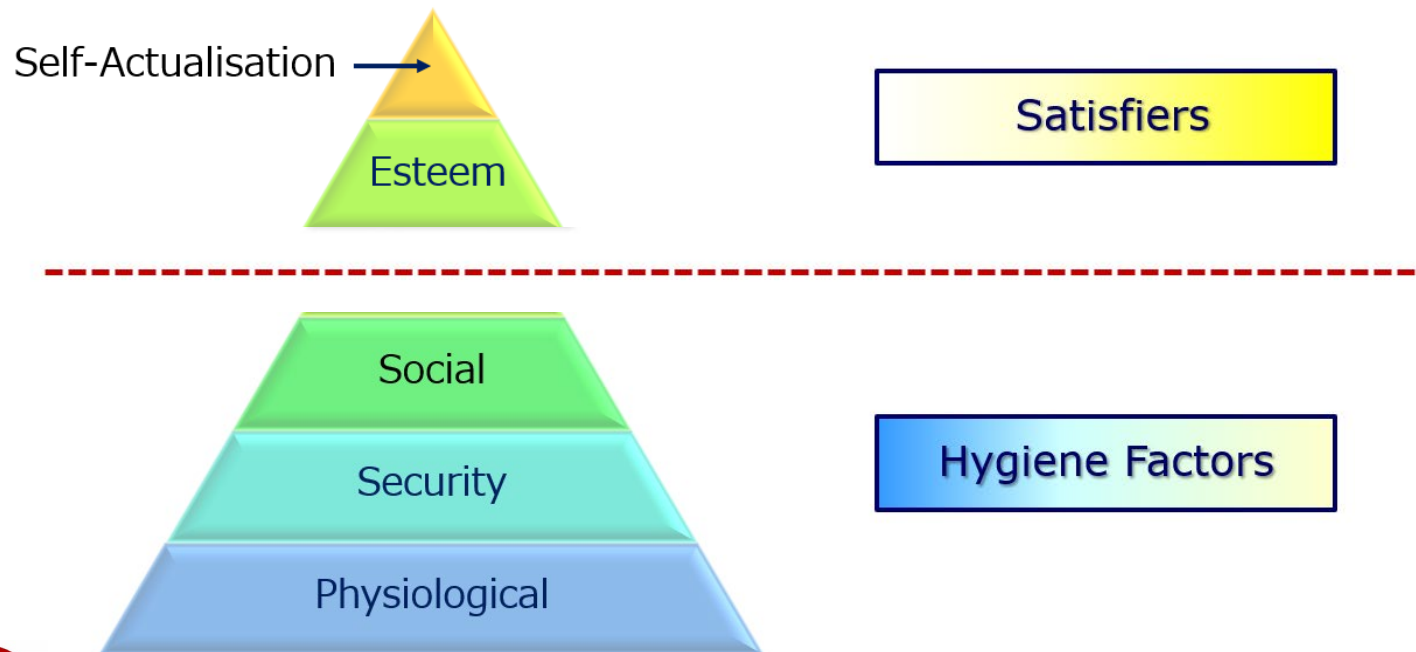
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Needs Theories



Maslow

Herzberg



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Motivation in the Workplace (No. 14 in a series of 21)

Goal Theory

Goals and objectives emerge from your core purpose.

The strong desire to achieve outcomes is highly energising and comes from within. A sense of direction is combined with energy.



Goals must be **SMART**

Specific

Measurable

Achievable

Relevant

Time bound

*Writing down goals is vitally important.
Dedicating time to goal setting is a
crucial part of the development of
performance based on emotion.*



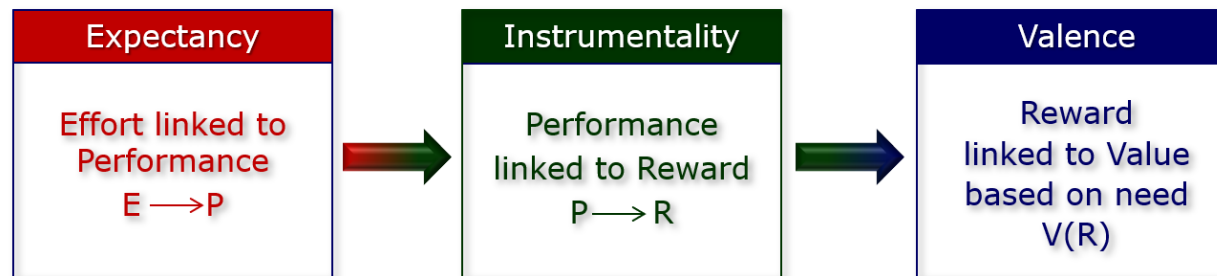
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Motivation in the Workplace (No. 15 in a series of 21)

Vroom's Expectancy Theory

You will decide to behave in a certain way as you are motivated to select one specific behaviour over another behaviour. This is linked to what you expect the results of the selected behaviour to be



If promised a reward, you must have the necessary capabilities to achieve the given tasks and expect that you will be able to accomplish them - **Expectancy**

Instrumentality, convinces you that the accomplishment of certain tasks will generate the reward that is expected and it is worth the effort.

The expected reward must be seen to be appropriate to the task and of value to you - **Valence**.



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Motivation in the Workplace (No. 16 in a series of 21)

The Problems with Rewards

Rewards can

- 💡 extinguish intrinsic motivation
- 💡 diminish performance
- 💡 suppress creativity
- 💡 displace good behaviour
- 💡 encourage cheating, short cuts and unethical behaviour
- 💡 become addictive
- 💡 foster short term thinking



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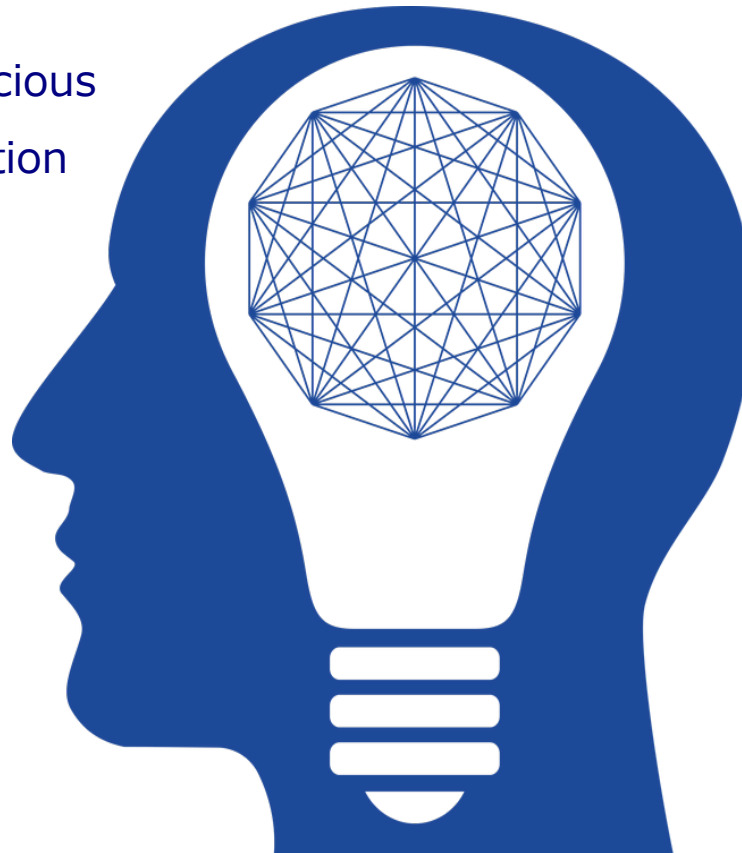
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Motivation in the Workplace (No. 17 in a series of 21)

Meta-Programs are thought to

be the most unconscious
way of filtering information

change over time and
from context to context



be the most unconscious way
of determining what to pay
attention to

be different according to your
state, the context in which you
are active and the amount of
stress you are experiencing



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Motivation in the Workplace (No. 18 in a series of 21)

Motivational Traits Meta-Programmes (I)

What maintains a person's motivation and, conversely, what will demotivate them.

Motivational Level - Proactive or Reactive

Does a person take the initiative or wait for others?

Motivational Criteria

The words a person uses to label goodness, rightness and appropriateness in a given context. They incite positive physical and emotional reactions.

Motivational Direction - Toward or Away From

Is a person's motivational energy centred on goals or problems?



Rose-Charvet, S (1995) *Words That Change Minds: Mastering The Language of Influence*: Kendal / Hunt

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Motivation in the Workplace (No. 19 in a series of 21)

Motivational Traits Meta-Programmes (II)

Motivational Source - Internal or External

Do you become motivated by judgments from external sources or by using your own internal standards?

Motivational Reason - Options or Procedures

Do you continually look for alternatives or prefer to follow established procedures?

Motivational Decision Factors - Sameness or Sameness with Exception or Difference or Sameness with Exception and Difference

How do you react to change and what frequency of change do you want?



Rose-Charvet, S (1995) *Words That Change Minds: Mastering The Language of Influence*: Kendal / Hunt

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Motivation in the Workplace (No. 20 in a series of 21)

Drive Theory – Daniel Pink

There is a gap between what the science shows and what business does regarding motivation. The current business operating system is build around external, carrot and stick motivators. It doesn't work and often does harm.

There is the need to upgrade – a new approach to motivation, based on scientific fact.

This approach has three essential elements:

- 1. Autonomy** – the desire to direct your own life
- 2. Mastery** – the urge to get better and better at something that matters
- 3. Purpose** – the yearning to do what you do in the service of something larger than yourself



Pink, D. (2011) *Drive: The Surprising Truth About What Motivates Us: Cannongate books*

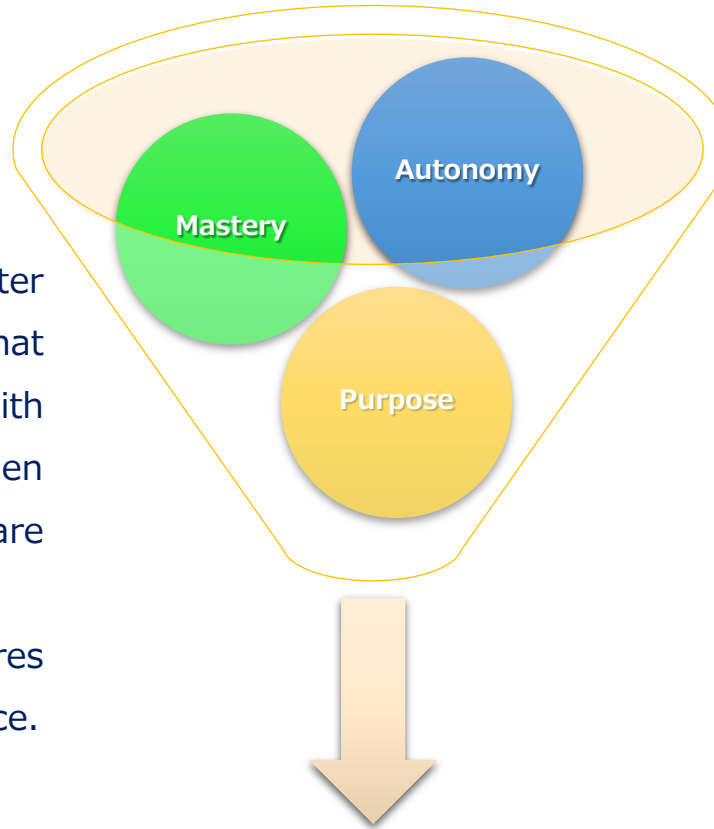
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Motivation in the Workplace (No. 21 in a series of 21)

Intrinsic Motivation

Mastery - the urge to get better and better at something that matters. Mastery begins with flow - optimal experiences when the challenges faced are exquisitely matched to ability. It is also a pain as it requires effort, grit and deliberate practice.



Intrinsic Motivation

Autonomy - the desire to direct your own life. You need autonomy over task (what you do), time (when you do it), team (who you do it with), and technique (how you do it).

Purpose - the yearning to do what you do in the service of something larger than yourself.

Bringing purpose into the workplace has the potential to rejuvenate work and remake your world.



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