

Motivation and Work Behavior

A Focus on Intrinsic Rewards



Based on the Work of Kenneth W. Thomas

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Inclusion Activity

- Think of a work situation when you felt full of energy around a task or a project
- At your table:
 - Introduce yourselves
 - What the situation was
 - Why you felt energized
 - Describe what you felt
 - Share the outcome



Agenda

- Desired outcomes
- The shift in the workers' role
- Our motivation tools
- The nature of today's work
- Self-management activities
- The self-management process
- Self-management and intrinsic rewards
- The role of management
- The four intrinsic rewards
- Building blocks for the intrinsic rewards
- Implications

Desired Outcomes

- Become familiar with the changes in the nature of work
- Understand the impact of these changes on employee motivation
- Be familiar with the self-management process
- Recognize difference between intrinsic and extrinsic motivation
- Get to know the components of the building blocks for intrinsic motivation
- Practice the different building blocks in a real work case

Shift in the Worker's Role

Characteristic	30 years ago	Today and future
Market	Stable, local, focus on products	Global, high competition, focus on customers
Products and processes	Standardized, with few changes	Complex, changing
Manager	Simplify tasks, norm, use hierarchy, control	Capitalize on intelligence and commitment
Motivation	Rewards & punishments	Achievement
Skills	Basic	Complex
Worker	Part of the machinery, comply	Knowledge, initiative, participation

Motivation in the Compliance Era

- Work was very simple, easy to learn and repetitive
- Companies got what they wanted from workers through **extrinsic rewards and punishments**
 - Do not come from the work itself
 - They include: salaries, bonuses, commissions, perks, benefits, cash awards
- Control was exercised to keep operations running smoothly



Our Motivation Tools

- What tools do we use to motivate our employees?
- Are these rewards intrinsic or extrinsic?
- How could we do better?



The Nature of Today's Work

- The number and complexity of the uncertainties facing organizations have overwhelmed the capacity of bureaucratic management
- New understanding of work tasks: tasks are sets of activities **directed towards a purpose**
 - Knowledge of purpose allows workers to make intelligent decisions
 - Work requires more initiative and commitment, which depend on deeper passions and satisfactions than extrinsic rewards can offer

The Nature of Today's Work

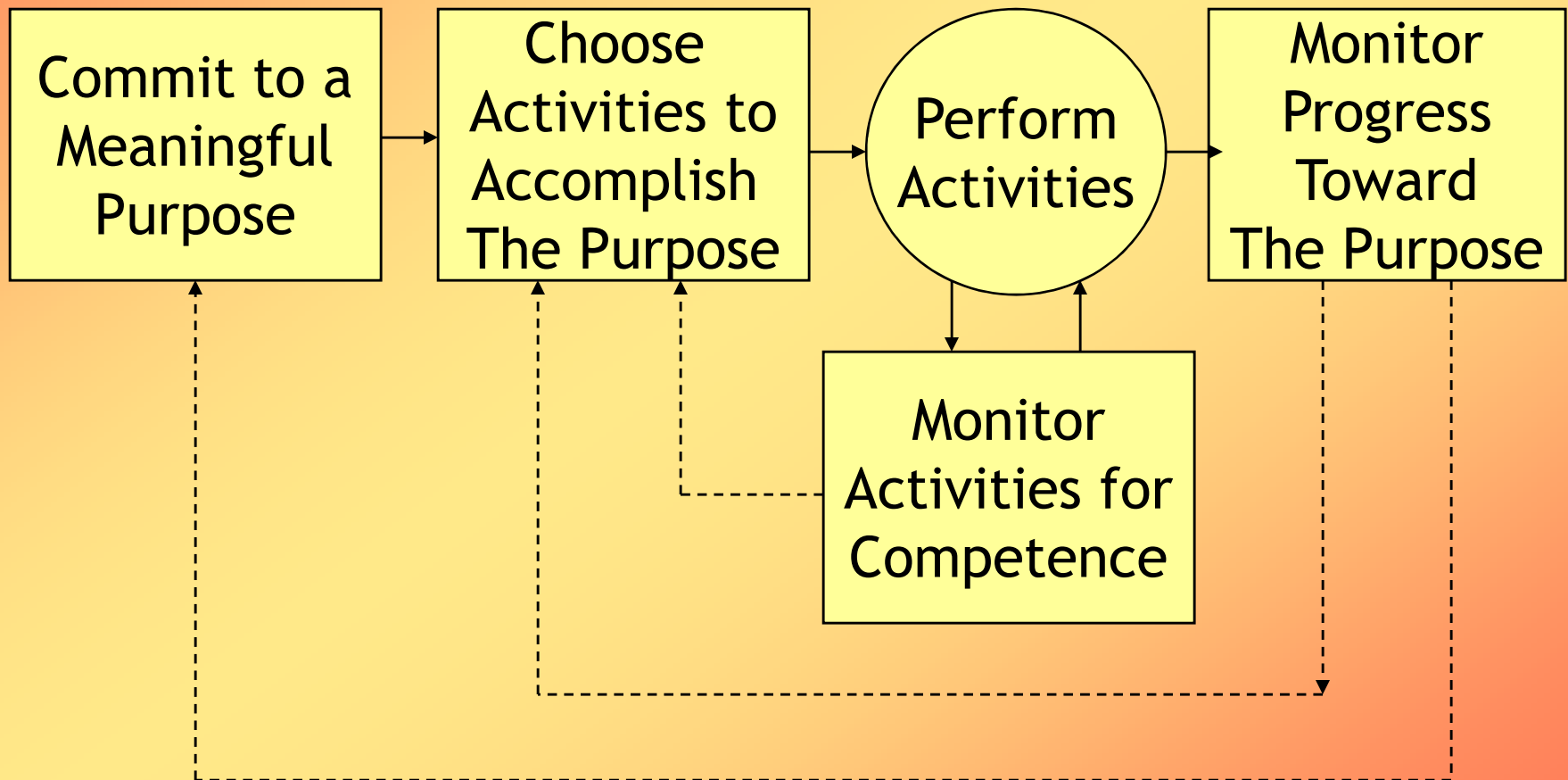
- Organizations depend on workers to use their judgment and to make many of the decisions formerly made by managers
- A strong sense of purpose is needed
- Today's workers expect their work to be at least somewhat meaningful and rewarding
- Managers need to facilitate more intrinsic rewards, that is, coming from the work itself
- Workers need to self-manage



Self Management Activities

- Commitment to a purpose
 - Decision to take personal responsibility for making it happen. It involves personal accountability
- Choosing activities to fulfill the purpose
 - Freedom to select the how (work activities). This is core to self-management
- Monitoring for competence
 - Checking how well the activities are performed. Making sure they meet our standards and making necessary adjustments
- Monitoring for progress
 - Assessing if purpose is being reached. Usually, touching base with customers

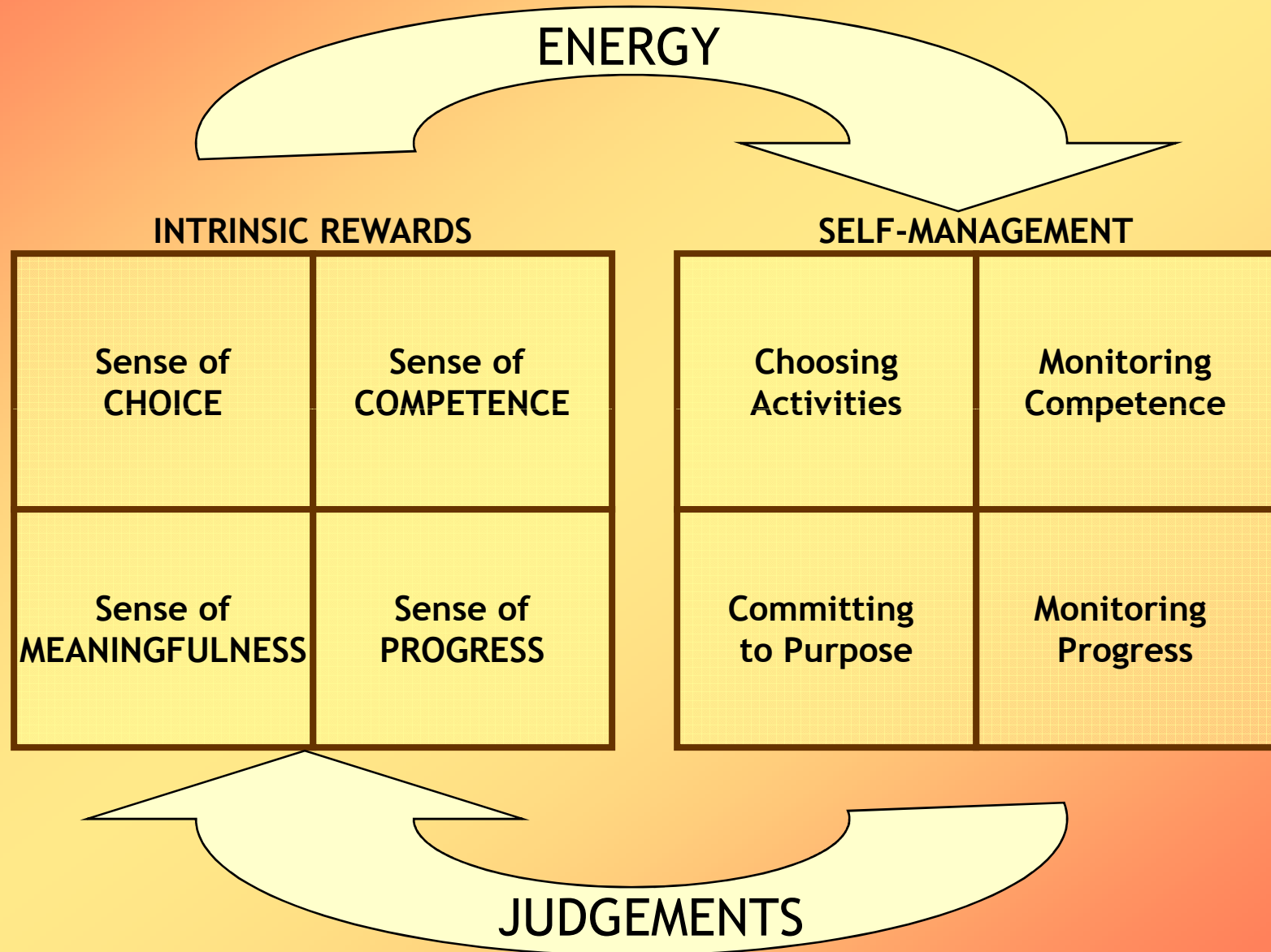
The Self Management Process



The Four Intrinsic Rewards

	OPPORTUNITY Rewards	ACCOMPLISHMENT Rewards
From task ACTIVITIES	Sense of CHOICE	Sense of COMPETENCE
From task PURPOSE	Sense of MEANINGFULNESS	Sense of PROGRESS

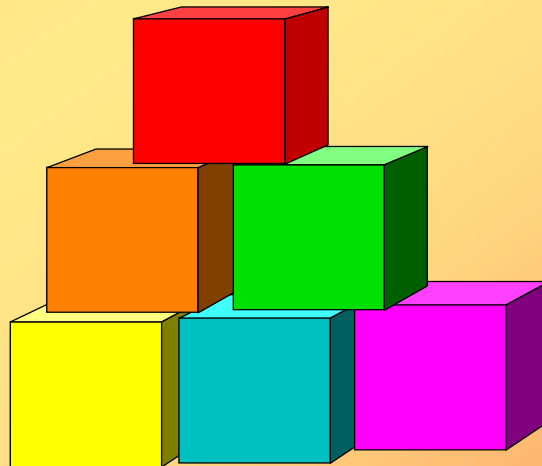
Self-Management and Intrinsic Rewards



The Role of Management

Choice: HANDING OFF	Competence: COACHING
Meaningfulness: INSPIRING	Progress: SCOREKEEPING And CHEERING

Building Blocks for the Intrinsic Rewards



Meaningfulness

Meaningfulness is about the passion you have for a task purpose

- A non-cynical climate
- Clearly identified passions
- An exciting vision
- Relevant task purposes
- Whole tasks



Building Blocks for Meaningfulness



- A non-cynical climate
 - Cynical comments embarrass people who express idealism and passion
 - Build environment where people feel safe to talk about their passions
 - Counter cynical voices
 - Build group norms for positive energy
 - Cynicism and passion are choices
- Clearly identified passions
 - Talk 1:1 about what they care most at work
 - Identify team passions: areas of overlap

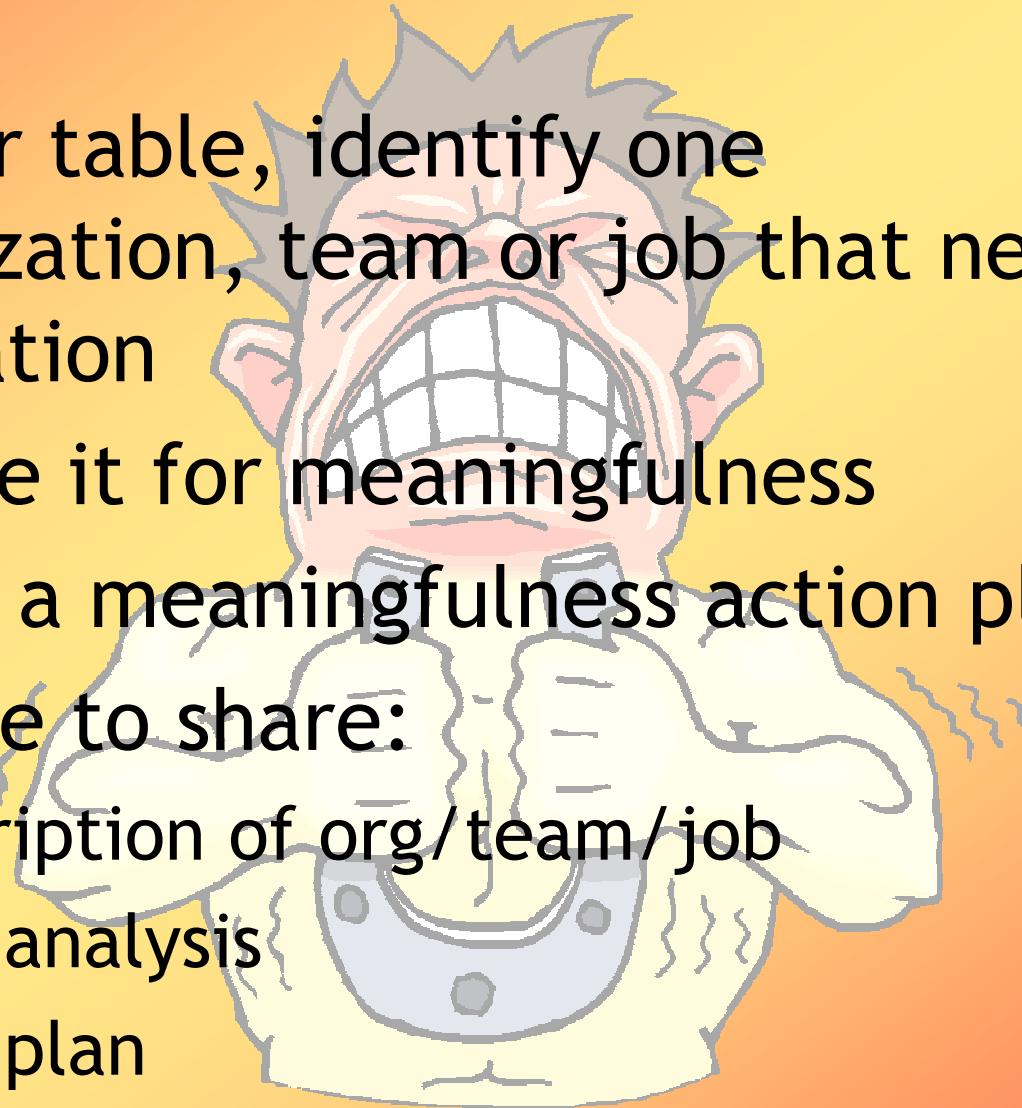
Building Blocks for Meaningfulness



- An exciting vision
 - Shared vision provides focus to passions
 - Develop a shared and concrete vision and be passionate about it
- Relevant task purposes
 - Day-to-day tasks should contribute to the vision
 - Remove roadblocks to relevant tasks
- Whole tasks
 - People need to identify their contributions
 - Assign whole projects when possible or major portions of work
 - Redesign work contents when necessary

Group Work on Meaningfulness

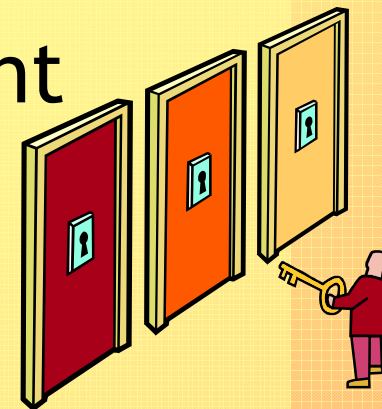
- At your table, identify one organization, team or job that needs motivation
- Analyze it for meaningfulness
- Design a meaningfulness action plan
- Prepare to share:
 - Description of org/team/job
 - Your analysis
 - Your plan



Choice

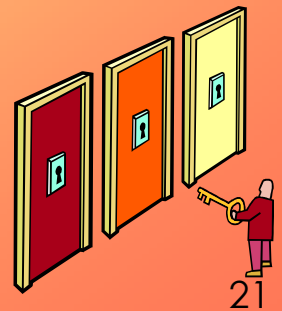
You have a sense of choice
when you are aware that
your views and insights matter

- ➔ Delegated authority
- ➔ Trust in workers
- ➔ Security (no punishment for honest mistakes)
- ➔ A clear purpose
- ➔ Information



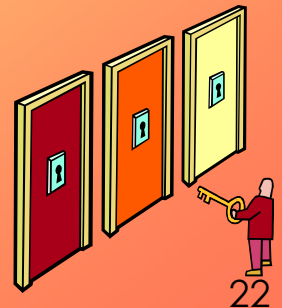
Building Blocks for Choice

- Delegated authority
 - Provide rights to make decisions within limits
 - Avoid trap of micromanagement (develop)
- Trust in workers
 - Keep your word and give room for decision making
 - Remove unnecessary rules and controls
 - Delegate significant decisions
 - Encourage taking new responsibilities



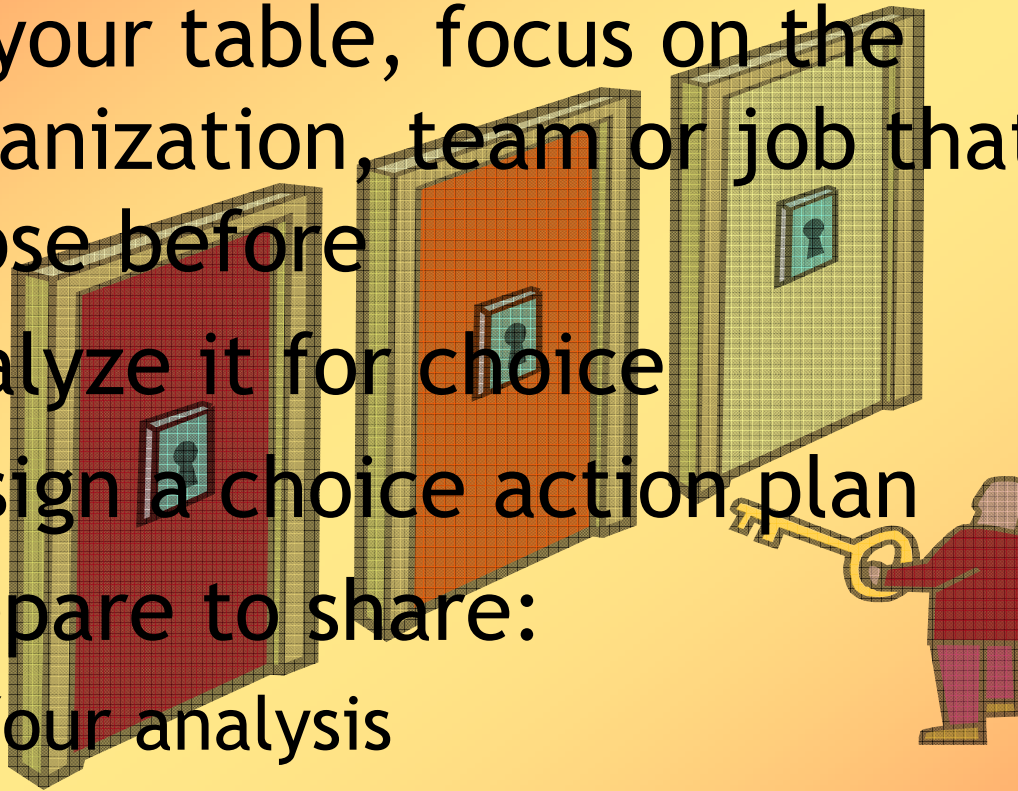
Building Blocks for Choice

- Provide security (allow honest mistakes)
 - Let workers experiment, adapt and innovate, even if some mistakes happen
 - Avoid a zero-defect mentality; Encourage learning
- A clear purpose
 - Share a clear long-term purpose and intermediate goals
- Information
 - Shift from making decisions to providing information
 - Encourage network building for obtaining information



Group Work on Choice

- At your table, focus on the organization, team or job that you chose before
- Analyze it for choice
- Design a choice action plan
- Prepare to share:
 - Your analysis
 - Your plan



Competence

You have a sense of competence when you feel you are performing your work activities well

- Knowledge
- Positive feedback
- Skill recognition
- Challenge
- High, non-comparative standards



Building Blocks for Competence

- Provide knowledge
 - Train on techniques, BKM, processes
 - Open spaces for competence sharing
- Positive feedback
 - Appreciative feedback increases sense of competence
 - Coach (not micromanage) for development
- Skill recognition
 - Convey message that good work is important, valued and noticed
 - Appreciate effort and accomplishment
 - Recognition amplifies sense of competence



Building Blocks for Competence

- Challenge

- Develop match between skills and challenge, both have to be high
- Assign tasks that stretch but don't overstretch

- High, non-comparative standards

- Connect competence standards to other things that the team care about: vision, values, customer needs
- Be a role model
- Share stories about high standards to provide workers with concrete examples



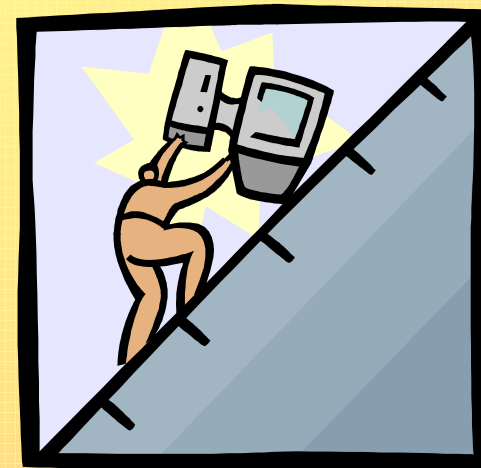
Group Work on Competence

- At your table, focus on the organization, team or job that you chose before
- Analyze it for competence
- Design a competence action plan
- Prepare to share:
 - Your analysis
 - Your plan


Progress

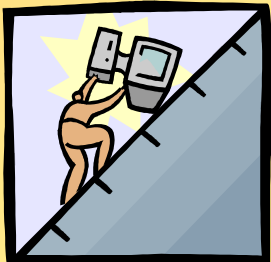
You have a sense of progress when you find yourself feeling encouraged about how well the task purpose is being achieved

- A collaborative climate
- Milestones
- Celebrations
- Access to customers
- Measurement of improvements



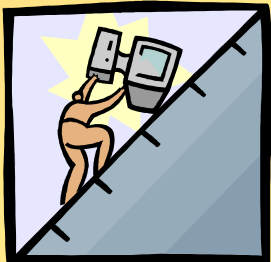
Building Blocks for Progress

- A collaborative climate
 - Build a climate where team members support each other's progress on important tasks
- Milestones 
 - Reference points, especially important in long tasks. Break task into psychologically important advances
 - Keep track of them after work completion
- Celebrations
 - Times to pause, recognize a milestone is complete and savor that fact
 - Make them public (amplifies team progress)
 - Include “appreciative pauses”



Building Blocks for Progress

- Access to customers
 - Helping customers makes tasks significant
 - Figures, surveys, letters from customers are fine
 - Provide direct, face-to-face access to customers
- Measurement of improvement
 - Design measures associated with the purpose, that flow from your team vision
 - Publicize measurements



Group Work on Progress

- At your table, focus on the organization, team or job that you chose before
- Analyze it for progress
- Design a progress action plan
- Prepare to share:
 - Your analysis
 - Your plan

Implications

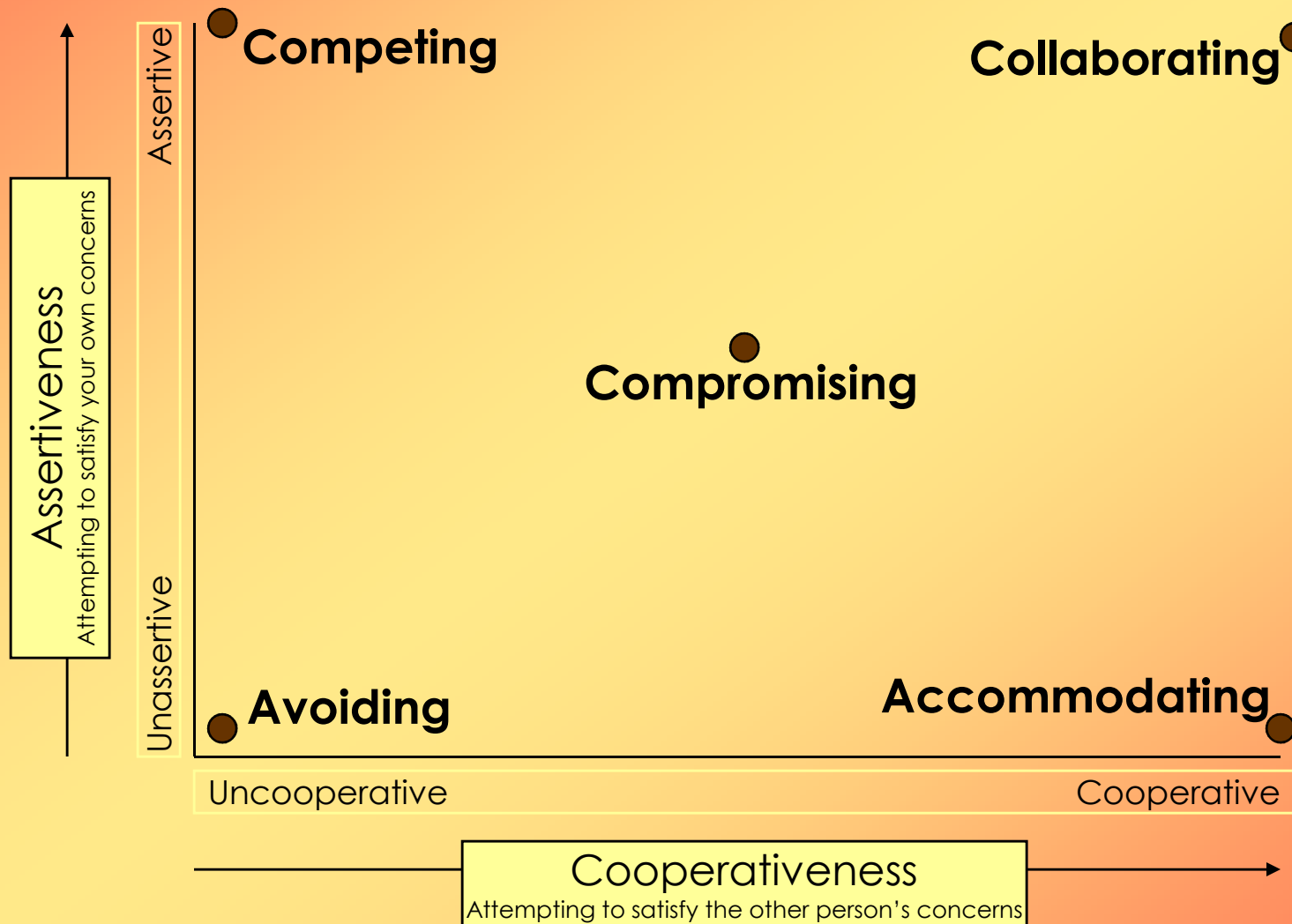
- Talk directly to your reports about their intrinsic motivation
- Keep the building blocks in mind
- Intrinsic motivation can be applied flexibly, to an organization, a job, a project or a task
- Take ownership of your own intrinsic motivation
- Partner with your colleagues to improve the intrinsic motivation levels in your organization



Check for Desired Outcomes

- Become familiar with the changes in the nature of work
- Understand the impact of these changes on employee motivation
- Be familiar with the self-management process
- Recognize difference between intrinsic and extrinsic motivation
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Five Conflict-Handling Modes



Thomas-Kilmann Conflict Mode Instrument

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