

MOTIVATION

EMPLOYEE MOTIVATION

Introduction

In this handout, we are going to take a close look at employee motivation and learn what leaders need to know about motivation psychology. You are going to learn specific techniques and practices that will help you become a more motivational boss.

Previously we defined the motivation skill set as:

This skill set is concerned with your ability to keep your employees (and teams) engaged and motivated by understanding their needs, values, and intrinsic motivators, and appealing to each person's particular intrinsic motivation and their specific leadership needs and preferences.

Leaders who are competent in this skill set understand their employee's needs, values, and core intrinsic motivators and they know how to best delegate assignments and articulate messages in ways that are resonant with each person's values and leadership preferences.

Let's start with a few reflection questions to establish some context for our exploration together.

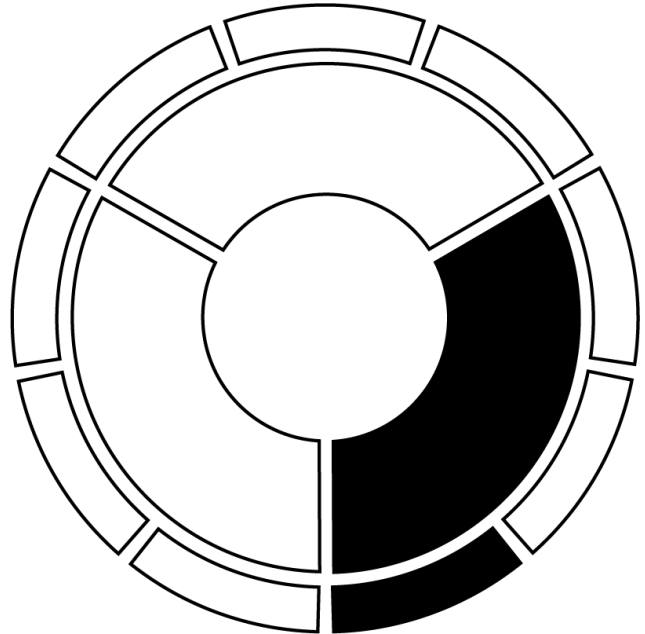
Answer the following questions.

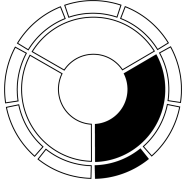
If you'd like, you can pause the video and write down your answers.

We will discuss your answers to these questions in one of the upcoming live workshops and/or coaching sessions that support this part of the training.

How do I keep my team members engaged?

What is my philosophy about motivating team members?





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What are the current motivation methods used in our organization?

How does our organization understand the needs, values, and motivators of individual team members?

Employee Engagement

The term employee engagement relates to the level of an employee's connection and commitment to an organization. Employee engagement has emerged as a critical driver of business success. High levels of engagement promote retention of talent, foster customer loyalty, and improve organizational performance and productivity.

Most executives already understand that employee engagement directly impacts an organization's financial health and profitability. According to Gallup, just 33% of American workers are engaged in their jobs, 52% say they're "just showing up", and 17% describe themselves as "actively disengaged". Therefore, most organizations have a lot of work to do to unlock the full potential of their workforce.

Engagement and productivity can be affected by social cohesion, feeling supported by one's supervisor, information sharing, common goals and vision, communication styles, and levels of team trust.

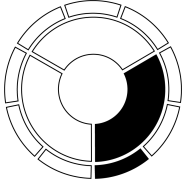
Employees want to feel valued and respected. They want to know that their work is meaningful and their ideas are heard.

There are various definitions of employee engagement. The Gallup Organization has likely done the most research on the area of employee engagement. They define employee engagement as follows:

Engaged employees are those who are involved in, enthusiastic about, and committed to their work and workplace.

Other definitions state that it is the strength and extent of the mental and emotional connection employees feel toward their place of work. It's also the employees' willingness and ability to contribute to company success.





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Engaged vs. Disengaged Workers

Gallup categorizes employees into:

“actively engaged” (loyal and productive),

“not engaged” (average performers), and

“actively disengaged” (unhappy and spreading discontent).

Disengaged workers feel no real connection to their jobs and tend to do the bare minimum. Disengagement may show itself in a number of common ways, including a sudden shift toward a 9-to-5 time clock mentality, an unwillingness to participate in social events outside the office, or a tendency to isolate oneself from co-workers. They may resent their jobs, tend to gripe to co-workers, and undermine group morale.

According to Gallup, managers account for about 70% of the variance in employee engagement scores. Put more simply, the main factor in an employee’s level of engagement and motivation is how effective their manager is at managing and leading them.

In his book, *Scaling Up*, Verne Harnish reminds us, “People join companies. They leave managers. Once you’ve hired your team members, it takes great managers to keep them happy and engaged.”

“The best managers... consider it their job to prevent hassles that block their team’s performance.”

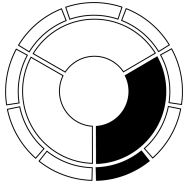
We invite you to stop and reflect on these questions:

Do your people have the appropriate tools and resources they need to accomplish their jobs with minimal hassles?

Are there ineffective policies and procedures that frustrate your team?

Where might people be spinning their wheels because of unnecessary process issues or delays?





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The Place to Start is to De-hassle Your Organization

The work of de-hassling, which is removing obstacles to naturally occurring motivation, is an excellent place to start when you're looking for ways to motivate your people.

In his other book, *Mastering the Rockefeller Habits*, Verne Harnish asks, "What makes people hate their jobs? What makes them non-productive, complaint-happy, and deadwood?"

His answer: recurring problems and hassles.

Therefore, the richest source of employee motivation is actually their complaints. Pay very close attention to what your people are complaining about.

As Harvard's Robert Kegan explains, "Under every complaint lies a commitment."

If people weren't committed to something, they wouldn't complain when they feel blocked or thwarted in some way. So it only makes sense that identifying and removing hassles should be your first priority if you want to motivate employees.

By doing this, you effectively remove the barriers to their intrinsic motivation and naturally occurring commitments.

The Next Place to Look is the Emotional Environment

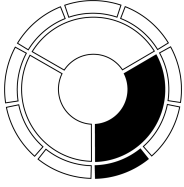
Whether leaders are consciously aware of it or not, a leader's emotional tone, sometimes called "mood," creates and reinforces a certain emotional environment that has a significant impact on the subjective experience of followers.

In his book, *Primal Leadership: Learning to Lead with Emotional Intelligence*, Daniel Goleman explains his belief that leadership is primal and emotional.

He uses the terms "resonance" to describe a leader's positive emotional impact and "dissonance" to describe a leader's negative emotional impact.

You are no doubt already somewhat familiar with the important leadership competency referred to as emotional intelligence.





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The topic of emotional intelligence, as well as the other complementary intelligences, will be the subject of later lessons in this training. Here, we highlight a few key principles related to the emotional tone the leader sets that impacts employee engagement and motivation.

In *Primal Leadership*, Goleman explains, “Because emotions are contagious, emotional leadership remains the fundamental task of great leaders. When leaders transmit positive emotions, their employees relay positivity to their customers and fellow employees. Morale rises. Customer satisfaction rises. Productivity and profits rise.”

In his popular Harvard Business Review article entitled, *Primal Leadership: The Hidden Driver of Great Performance*, Goleman explains, “We found that of all the elements affecting bottom-line performance, the importance of the leader’s mood and its attendant behaviors are most surprising. That powerful pair set off a chain reaction: The leader’s mood and behaviors drive the moods and behaviors of everyone else. A cranky and ruthless boss creates a toxic organization filled with negative underachievers who ignore opportunities; an inspirational, inclusive leader spawns acolytes for whom any challenge is surmountable.”

He continues, “High levels of emotional intelligence, our research showed, create climates in which information sharing, trust, healthy risk-taking, and learning flourish. Low levels of emotional intelligence create climates rife with fear and anxiety. Because tense or terrified employees can be very productive in the short term, their organizations may post good results, but they never last.”

The Final Step is to Learn How Motivation Actually Works

Now, we will turn our attention to the key issue of understanding human motivation itself.

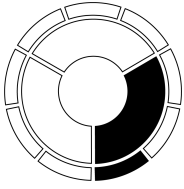
A few more reflection questions will be helpful here.

At a minimum, please mentally answer these questions as they are presented. Ideally, for your maximum benefit, pause the video and write down your answers.

Why do you want to motivate people?

How do you currently motivate people?





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Who are the specific people that you want to motivate?

What do you specifically want to motivate them to do?

If it's convenient for you, pause the video now and write down your list of people you want to motivate and write down specifically what you want them to do.

Writing down their names and what you want to motivate them to do is an important step in this process.

If now isn't a good time to pause the video, please make sure to do this activity later. We provide a worksheet to help you with this assignment in the downloadable materials that accompany this lesson.

The Simplicity on the Other Side of Complexity

We've been studying and applying positive psychology, developmental psychology, integral psychology, and motivation psychology for more than twenty years. All of these branches of psychology inform what we call leadership psychology. The good news is that you don't have to become an expert in all these different branches of psychology to learn how to be a more motivating leader.

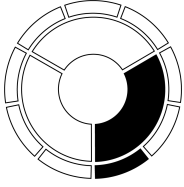
Like in so many things, there is a "second simplicity" on the other side of all that complexity. In the two decades of advising, training, mentoring, and coaching leaders, we've found that the 80/20 rule, also known as Pareto's Law, applies here. Most employee motivation really just boils down to three things.

First, you must understand the difference between extrinsic motivation and intrinsic motivation, the advantages and disadvantages of each, and when and how to apply each.

Second, you need to understand that the vast majority of motivation stems from just two sources, which I call the twin sisters of intrinsic motivation. They are needs and values.

Third, you must learn how to frame your messages in terms of what people care about; and that is chiefly their values. To do this requires you to develop the ability to listen for people's values and to ask questions and elicit their values.





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What is Already Motivating Your Employee?

Now, as we begin to look closely at motivation, I want you to consider two similar-sounding yet different questions:

“How can I motivate this person?”

vs.

“What motivates this person?”

At first glance, these questions seem to be asking the same question, but they’re not at all the same.

Can you tell the difference?

The first question, “How can I motivate this person?” implies extrinsic motivation.

You could offer them something they want (for example, money or more time off) or you could take something away from them that they want.

The second question, “What motivates this person?” implies intrinsic motivation. It presumes they’re already motivated, which they are by nature.

This is another way to say “What moves or drives this person?” Or “What does this person truly care about?”

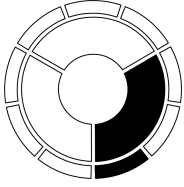
Multiple Forms of Compensation

It is useful to think about the rewards that employees seek from their work as “Multiple Forms of Compensation” which account for both extrinsic and intrinsic motivators.

The most obvious is financial compensation or the monetary reward for work. This is an extrinsic motivator and includes all forms of salary, bonuses, and every kind of financial incentive you can think of.

Next is emotional compensation. The question, “Do I enjoy my work?” perfectly illustrates this.





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Then there's social compensation: "Do I like the people I work with?"

Psychological compensation can be summarized with the question, "Am I learning and growing in my career?"

And finally, spiritual compensation is best expressed with the question, "Is there some deeper meaning in the work I do beyond just making a living?"

Motivation Theory for Leaders

It should be obvious that effective leadership is predicated, at least in part, on the ability to engage and motivate followers.

First, you must understand that everyone is already motivated by something. You just need to learn how to pay closer attention to recognize what motivates each of your team members.

Over the years of coaching hundreds of executives, I have often reminded my clients that that there's no such thing as an "unmotivated employee" or "unmotivated workforce."

Everyone is motivated—only in different ways and towards different things. Clearly, many workers are not motivated to do the things their leaders want them to do. But that doesn't mean they aren't motivated. They just aren't motivated to do the things they "should" be doing—according to their boss.

These same employees may be highly motivated to gossip with their coworkers, update their social media profiles, or finish the next level of a video game that has captured their attention. The key to understanding motivation is to look for clues about what is already motivating people. It's not that your employees are unmotivated, it's only that they aren't motivated to do what you want them to do.

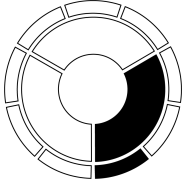
Whose fault is that, then?

We often ask executive team members that we coach...

Who hired these employees?

Who on-boarded and trained them?





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Who keeps them around?

Who manages and mentors them?

Who is responsible for helping them understand what things mean in the organization?

Who is responsible for helping them understand what matters and why it matters?

Since everyone is motivated toward something, the key factor for you to become a more motivating leader is to figure out what motivates specific people (or groups of people) in specific circumstances.

If you feel your team members aren't motivated to do the things you want them to do, then we suggest that deepening your knowledge about motivation theory may be hugely beneficial.

To serve the goal of sharpening leaders' understanding of motivation, we divide the entire body of motivation theory into three distinct categories:

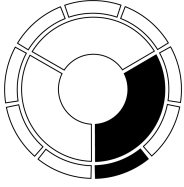
1. Instinctual Motivation Theories which are biology-based.
2. Extrinsic Motivation Theories which are punishment-rewards-based, and
3. Intrinsic Motivation Theories... which are needs- and values-based

Now we will highlight the most important points you will need to understand to provide a strong foundation for your leadership education around motivation.

Instinctual Motivation Theories

Clearly, the brain, biology, and instincts play an important role in human motivation. Over a hundred years ago, pioneering psychologist William James created a list of human instincts that included attachment, play, shame, anger, fear, shyness, modesty, and love. These theories are quite popular with fans of “evolutionary psychology” and researchers who are fond of tying all human behavior back to brain function. Harvard Business School professors Paul Lawrence and Nitin Nohria fit this description. They claim that humans possess certain fundamental instinctual motivators: to acquire, to bond, to learn, and to defend. While the





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blending of biology and the brain represents an important piece of the motivational puzzle, it represents only one dimension.

Extrinsic Motivation Theories

You now already understand the difference between extrinsic and intrinsic motivation, but to ensure we are fully on the same page, here are some clear distinctions.

Extrinsic motivators are characterized by external, tangible, objective incentives and rewards—including pay and promotions, as contrasted with intrinsic motivators that characterized by internal, intangible, and subjective factors, such as meaning, purpose, values, a sense of autonomy, and mastery.

While extrinsic motivation is transactional and often gets a bad rap, especially with the postmodern leadership paradigm introduced in the leadership theory lesson, it is sometimes, with some people both necessary and effective.

Extrinsic motivation, also known as “carrot-and-stick” motivation, refers to rewards and punishment. Give them something they want or need OR take away something they want or need.

The idea here is to dangle something in front of them to externally motivate them to move toward it. That’s the carrot. Or, to introduce discomfort or pain, punish them in some way, and they’ll move away from that thing to avoid the pain or discomfort. That’s the stick.

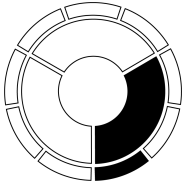
In organizational life, there are many examples of extrinsic motivation that begin with the letter “P”.

To help you remember these, we summarize extrinsic motivators with: Pay, Privileges, Perks, Penalties, and Punishment.

Think of extrinsic motivation as a way to influence people from the outside.

Extrinsic motivation is inherently transactional in nature: Do this and get this privilege, pay, or perk. Don’t do that! If you do, you’ll get this penalty or punishment.





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Government institutions use the “the stick” to good effect. Laws and regulations are essentially “sticks.” If citizens or businesses are caught breaking established rules or regulations, they are required to pay a penalty. If you get caught speeding, you get a traffic ticket.

Certain religions have been using extrinsic motivation since the Bronze Age, and billions of people around the world still adhere to punishment–reward–based belief systems and worldviews. Punishment–reward isn’t going away any time soon.

So as a serious student of leadership, do not make the mistake that some postmodern paradigm people make and assume that only intrinsic motivation is good and all extrinsic motivation is bad.

That is both impractical and naive.

In fact, in certain leadership circumstances and with some followers, extrinsic motivation is indeed, more practical and also more effective than intrinsic motivation.

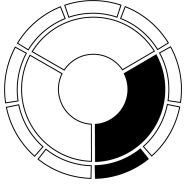
Some more autocratic and authority–based leadership paradigms, often found in blue–collar and manual labor work environments heavily emphasize punishment–reward. Extrinsic motivation can work well for salespeople who have a strong success–driven mindset and thrive on competition, keeping score, winning, and achieving recognition and status for their achievements. The popular “leader boards” for salespeople are good examples of this.

Also, the very popular trend of “gamification” is largely based on extrinsic motivation. When you are going through a learning management system in an online course and you see progress bars, badges, or other indications of success, you’re learning experience is being enhanced through extrinsic motivators.

Parents often use this type of carrot–and–stick motivation for young children.

Extrinsic motivation is also very popular with leaders who subscribe to the “parental” style of leadership (also known as the “Traditional” leadership paradigm or the “Authority” leadership paradigm. Traditional and authoritarian leaders tend to be strong advocates of





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penalties and punishments. These leaders often use the term “spare the rod and spoil the child” to describe their philosophy of management.

Some popular examples of extrinsic motivation theory include the Expectancy Theory, Goal-Setting Theory, Reinforcement Theory, and Game Theory.

Yet, as businesses have more recently discovered, extrinsic motivation is both partial and limited. As a student of leadership, you’d find that there’s not a one-size-fits-all version of leadership or motivation. It always depends on the follower’s mindset, which includes their worldview, values, and work-related preferences.

Intrinsic Motivation Theories

Clearly, extrinsic motivation is not going away. It’s quite useful to use extrinsic motivation with employees who thrive on this kind of scorekeeping. And extrinsic “carrot-and-stick” incentives are also often necessary for compliance, and consequences for non-compliance, in order to maintain order or control of large numbers of people.

This is especially true when the organization is larger than a reasonable number you can have a personal relationship with and, therefore, personal influence.

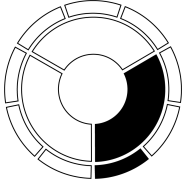
The difference between leadership and coercion (forcing people to do something), is called “discretionary effort”.

When a person “follows” someone whom they consider to be a “leader” then they’re volunteering their faith, belief, emotional commitment, and “discretionary effort.”

This is why leaders don’t merely coerce or manipulate people, they motivate and inspire people. And that is voluntary. It comes from within. It is intrinsic.

Many leaders are already familiar with advantages that intrinsic motivation offers, popularized in various management and leadership books, including Dan Pink’s bestselling book, *Drive: The Surprising Truth About What Motivates Us*. Pink also has a popular TED talk that is worth checking out.





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The main thrust of Pink's book is the strong case he makes for emphasizing the advantages that intrinsic motivation has over extrinsic motivation in certain circumstances.

He explains why extrinsic motivation efforts often backfire on us and instead of adding motivation, can actually decrease worker's motivation.

He acknowledges that extrinsic "carrot and stick" motivation does work well for certain types of "algorithmic" activities which include simple repetitive tasks, manual labor, or certain transactional activities such as making sales calls.

He also makes a compelling case that these extrinsic "carrot and stick" motivation tactics can significantly reduce motivation for cognitive work that requires abstract thinking and creative solutions, which includes much of the work that today's "knowledge workers" are engaged in.

Now, we move into our two favorite topics related to motivation.

We refer to these as the "twin sisters of intrinsic motivation".

The Twin Sisters of Intrinsic Motivation

Most of the numerous details that the intrinsic motivation researchers point to, including Dan Pink's narrow focus on self-determination theory, which emphasizes meaning, purpose, autonomy, and mastery, are all subsumed into these two broad umbrella topics... the "twin sisters of intrinsic motivation": needs and values.

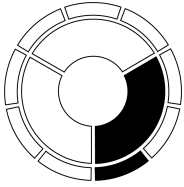
We assume you are familiar with Abraham Maslow and his well-known "Maslow Hierarchy of Needs."

Unless you are a student of integral psychology, you may not have heard of Maslow's colleague, Clare Graves.

While Maslow was studying human needs, Graves, was revolutionizing our understanding of the second twin sister of intrinsic motivation: Values.

Once you elevate your understanding of needs and values, you will truly understand the essence of intrinsic motivation.





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Needs

Intrinsic Motivation Theories assume that people are motivated to engage in a given activity for its own sake because it's interesting and inherently valuable, as opposed to doing the activity to obtain an external goal.

In most simple terms, needs can be defined as “prerequisites for well-being and happiness.”

There are two kinds of needs. Met needs and unmet needs. And we must differentiate them because needs in these two different states (met and unmet) have very distinct and different psychological and emotional impacts on humans, including your employees.

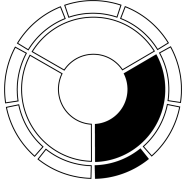
Think of needs as a “threshold motivator.” Until they are met, they are highly motivating. Examples include the need for security, the need for safety, the need for belonging, the need for respect, appreciation, fairness, and so on. But once a need is met, it disappears or turns invisible and doesn't resurface in consciousness until it is unmet (drops below the threshold).

Unmet needs, or “unsatisfied needs” are highly motivating. Think how motivating it is when you feel hungry, thirsty, unsafe, unaccepted, unrecognized, unappreciated, or feel that you are being treated unfairly. Met needs, or “satisfied needs,” are not motivating. They only exert a psychological influence when unmet. Once met, needs go into an invisible state. So, met needs have little impact on motivation.

In terms of employee motivation, we focus on unmet needs. If an employee has unmet needs, then they have negative motivation. They are demotivated or motivated by resentment, bitterness, or contempt. Or, they are motivated to look for the quickest way to find a better opportunity and leave. So, in terms of employee engagement and motivation, we focus on any unmet needs that are creating reverse motivation, demotivating, or, worse, causing unhappiness, resentment, bitterness, and so on.

Examples of unmet needs that you should address immediately to impact motivation and engagement include respect, appreciation, and fairness. These are not the only needs that might not be being met, but these rise to the top of the list and are the ones you might want to scan for first.





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Respect

Employees need respect. If this need isn't being met, in other words, if they feel disrespected, then addressing this, removing the factor that is causing it, or meeting their need for respect should be the first thing done to improve engagement and motivation.

Appreciation

Employees need to feel appreciated. Employees need to know that their efforts matter and that their boss appreciates their efforts. If this need isn't being met, in other words, if they feel unappreciated, then addressing this, removing the factor that is causing it, or meeting their need for appreciation, is one of the first things that should be done to improve engagement and motivation.

Fairness

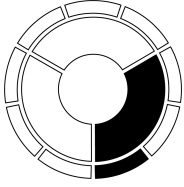
Employees need to be treated fairly. Another word for fairness is "equity." which is represented by the E in the very powerful and impactful (both good and bad) trend called DEI (Diversity, Equity, Inclusivity). Employees need to feel that they are being treated fairly or "equitably." If this need for fairness (equity) isn't being met, in other words, if they feel they are being treated unfairly, then addressing this, removing the factor that is causing it, or meeting their need for fairness, is one of the first things that should be done to improve engagement and motivation.

Once an employee's basic "threshold needs" are met, they become invisible. So if an employee's basic needs are met, then needs are no longer a viable tool for motivation.

Let's look at an intrinsic motivation theory that almost all readers are familiar with and remains extremely useful today: Maslow's Hierarchy of Needs.

Needs are directly tied to values and worldviews, which play a central role in our leadership model.





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Maslow's hierarchy is a tiered model of human needs, depicted as hierarchical levels within a pyramid. From the bottom of the hierarchy upwards, the needs are:

Survival – things like physiological needs for food and clothing)

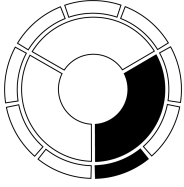
Safety & Security – safety from physical harm, psychological safety, job security, etc)

Belonging – the need to feel secure in relationships and to belong,

Then success, achievement, and status, and finally, personal growth that leads to self-awareness, and eventually “self-actualization,” which is Maslow's term for reaching your full human potential.

Maslow used a pyramid to show that lower needs must first be satisfied before a person can attend to higher needs.





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A simple example is that if a person feels that their safety or security is being threatened, it will be difficult or even impossible to pay attention to the higher needs of success and self-actualization.

Entrepreneur Chip Conley wrote a popular business book based on Maslow's hierarchy of needs, entitled *Peak: How Great Companies Get Their Mojo from Maslow*.

This book is about employees living up to their full potential in the workplace.

Conley credits this style of needs-informed-management with his company's success, increasing market share by more than 20% and doubling its top-line revenues in just a few years. Encouraged by those results, he launched the company's most successful venture, cut employee turnover by two-thirds of the industry average, and won an award for being a Top-10 workplace in the San Francisco Bay Area.

VALUES

Having already discussed needs as a primary form of intrinsic motivation, now we're looking at needs' twin sister, "values."

Values are defined as "what is deemed most important" and "our highest priorities."

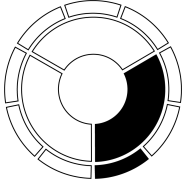
Values are perceptual filters humans use to separate experiences and circumstances deemed "valuable," good, or desirable.

Experiences (or circumstances) that do not meet our values or violate our values are deemed unwholesome, bad, or undesirable.

So values are very, very important, and after the demotivating effect of "unmet needs," represent the most important factor in employee engagement and motivation. As many psychology experts have pointed out, it is not "pay, praise, and perks" that are the chief motivators for employees.

The primary motivation of all humans, including all employees, after unmet needs, is their values.





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And it should be obvious to any thoughtful leader that different people have different values (or “value systems” as they are called by psychologists, sociologists, and market researchers).

If you want to know what motivates a person, you only need to understand their values.

Their values are literally, by definition, “what is most important to them” or put another way, “What matters most to them.”

So, a boss who doesn’t know their employee’s values is ignorant of what matters to that person and what that person cares about. Being ignorant of a person’s values is to not know (or not care) about what that person cares about. As astonishingly obvious as this is, what is even more surprising is that a large percentage of leaders know little about values and value systems, and show little interest and put little effort into learning about, understanding, and appreciating their employees’ values. Or put another way, what a person cares about, what is important to a person, and what matters to a person.

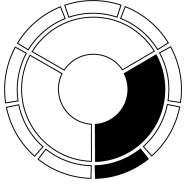
It is very difficult, next to impossible, to effectively motivate a person if your efforts aren’t aligned with, and centered around, what that person cares about, what is important to that person, or what matters to the person you want to motivate. In other words, how can you expect to motivate a person if you don’t know, or don’t care to know, what they care about?

By contrast, if you care enough to know what that person cares about, what matters to them, what is important to them—literally their values—then it is pretty obvious what will motivate them, what matters to them, and what they care about.

Then you only need to “frame” your message, your assignments, and your requests of that person in terms of their values (in terms of what they care about, what matters to them, what is important to them).

Let’s take a look at the field of positive psychology. Positive Psychology is based on an intrinsic motivation framework and emphasizes meaning, enjoyment, and engagement.





MOTIVATION

In the field of positive psychology, meaning is often described in terms of values and purpose. Martin Seligman, one of the co-founders of the field of Positive Psychology, developed the now-famous Values in Action Framework.

This framework evolved into what positive psychologists call “virtues,” which is another word for “universally held human values.”

You are already quite familiar with what positive psychology refers to as virtues, but by another name popularized by some very successful entrepreneurs and corporations, namely Marcus Buckingham and the Gallop Organization.

You may find this interesting. You’ve heard of “strength-finders” and “play to your strengths,” popularized by Marcus Buckingham’s books, *Now Discover Your Strengths* and *Strength-Based Leadership*, right? Well... did you know that StrengthsFinder and Strength-Based Leadership is actually based on values?

Yep, it comes from the field of positive psychology.

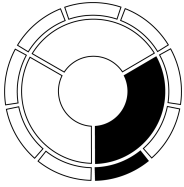
People who are “achievers” find “strengths” more compelling than “values” or “virtues”, hence the massive popularity of the “strengths-based approach” to management and leadership in the corporate world. So even the idea of “playing to your strengths” and the very popular “strength-based” books and tools are an offshoot of one of the twin sisters of intrinsic motivation: values.

Motivation Theory For Leaders

So far in this lesson, we have explored how the extrinsic motivators of pay, bonuses, and incentives do play a role and are essential for certain types of work and workers. These will remain tools in your leadership toolkit. However, for many situations, intrinsic motivation will work better. This is because financial compensation is more of a “threshold motivator.”

If you pay less than standard industry wages, if you pay less than the threshold that would be necessary to be considered fair and equitable, then an employee would be demotivated. But once that threshold is met, it does little, if anything, to add motivation.





MOTIVATION

One way to think of this is that once you've satisfied financial security needs, which is lower on Maslow's pyramid, that person will now be focused on social needs, success, and status needs, and perhaps even self-actualization needs.

Beyond a fair and competitive wage, people also want to enjoy their work, like the people they work with, be learning and growing, and ultimately feel like their work has some greater meaning than just earning a paycheck or shipping a widget.

While the "needs framework" is very important to keep in mind, values prove even more useful to leaders wanting to understand and motivate their employees (or team members).

When we ask questions like, "What do they care about?", "What matters to them?", and "What is important to them?" We are essentially asking, "What do they value?"

And another way to say, "What do they value?" is "What are their values?"

So, if there's a "leadership motivation shortcut," it is this. One of the fastest and most efficient ways to motivate someone is to understand what is already motivating them.

Find out what people value and you will KNOW what motivates them!

Once you understand this, then you simply "connect the dots" between what they care about and what you want them to do.

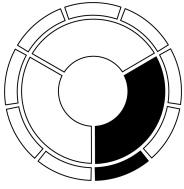
We have been using "Framing" as an essential communication skill throughout this leadership training.

To motivate someone, you must help them see why doing what you want them to do helps them achieve what they care about and how it is an expression of their deeply held values.

Skillful leaders develop the ability to recognize other people's values accurately.

If you don't know what your employees value, then it's certainly going to be difficult to motivate them.





MOTIVATION

Four Fundamental Drives

While we can see that values are a primary driver of employee motivation and engagement, it can seem overwhelming to try to suss out all of their specific values and then learn how to weave those values into your communication and frame your messages according to all of those different values.

We will provide a separate video tutorial and a separate handout entitled “Four Fundamental Drives.” In that lesson, we will reveal a huge shortcut for leaders. This is where “value systems” come in. While it is true that some values and “virtues” have universal appeal (love, happiness, and health), most values actually “cluster” together and are based on a person’s worldview and the environment in which they grew up and currently live and work.

Once you learn to recognize people’s values, that is, what’s most important to them, you can learn to recognize which of the four most common value clusters they orient around. In this way, instead of dozens or hundreds of disparate values, you really only need to learn to frame your messages in one of the Four Fundamental Drives, which we also refer to as their “follower mindsets.” We will continue that discussion in the separate Four Fundamental Drives lesson.

Conclusion

In this lesson, we took a deep dive into employee engagement and motivation psychology for leaders. You learned that the work of de-hassling is a good first step if you want to be effective in motivating your people.

When we take into account the instinctual motivation theories, the extrinsic motivation theories, and the intrinsic motivation theories, we have a fairly comprehensive picture of motivation psychology. We also learned about the twin sisters of intrinsic motivation, needs, and values. And you discovered that an accurate understanding of the needs and values of the people in your organization will help you unlock their intrinsic drives.

Bring your questions, ideas, and insights to our upcoming live workshop and coaching sessions so that we can help you further fine-tune your motivation skills.

