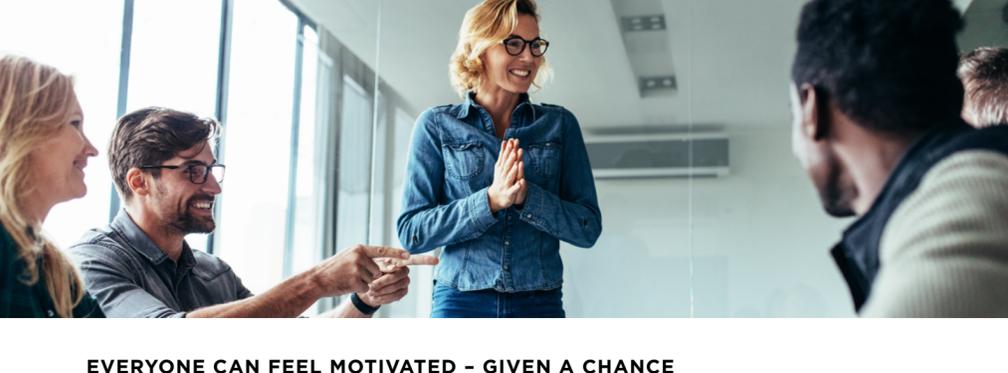


HOW TO ENGAGE AND MOTIVATE STAFF

To be motivated means to be moved to do something... As a manager it's always good to think about what's driving you and your team to not only get through the day, but also to go "above and beyond". It's important to understand the science behind this in order to lead well.

Following are some indicators for understanding what may be motivating someone and some approaches you as a team lead can take to support this.



EVERYONE CAN FEEL MOTIVATED - GIVEN A CHANCE

Self-determination theory (SDT) - the framework for the study of human motivation and personality- suggests that everyone is inherently driven and motivated, but the right conditions need to be in place. Our behaviours can give ourselves and others clues as to what motivates us.

SDT distinguishes between two types of motivators and the effect of these. Both are powerful forces that can influence how we respond to situations.



INTRINSIC MOTIVATION

Doing something for the satisfaction of doing it.

For example:

- It gives you a positive emotional return, perhaps because it's fun or because it's something you take pride in.
- It gives you a sense of personal satisfaction and achievement.



JOY



INTEREST



ACHIEVEMENT



EXTRINSIC MOTIVATION

Doing something because of an external benefit.

For example:

- You will get an external reward or gain from taking action. It could be money or power or approval.
- Or, to avoid a certain negative outcome.



MONEY



PRAISE



AWARDS

Some considerations in relation to the two motivators:

- Understanding the difference between the two styles of motivation can greatly impact how you engage with your team as well as the quality level of work produced
- We are complex beings who are rarely driven by only one type of motivation, and both intrinsic and extrinsic motivation are highly influential on our behaviour
- Both intrinsic and extrinsic motivators can coexist. Extrinsic motivators work well to a point but can't solely be used to generate long term consistent results
- Expectations of extrinsic rewards such as praise can be key drivers for some, so in situations where this isn't given, it can be very de-motivating and dis-engaging
- It is helpful to be curious about what motivates your individual team members, without judgement
- Intrinsic motivation can lead to far higher engagement, more involvement in work, as well as a greater readiness to step up and take responsibility (Kuvaas & Dysvik, 2009)

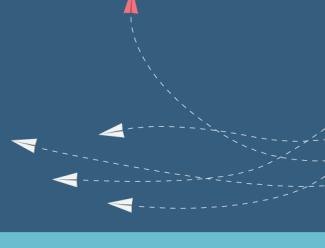


THE DRIVERS OF MOTIVATION FOR INDIVIDUAL GROWTH AND CHANGE

Pink (2011) suggests that people are motivated to grow and change by three universal psychological needs. There is a trifecta for motivation - autonomy, mastery and purpose.

AUTONOMY

The need for autonomy refers to the need to actively participate in determining one's own behavior- that you do things out of free choice and being involved, rather than being coerced into doing things.



MASTERY

The need for mastery refers to the need to experience oneself as capable and competent, and through this having confidence that you are in control of your environment and can reliably predict outcomes of your actions.

PURPOSE

The need for purpose refers to the need to care for and be related to others, being part of a community, and/or having a connection with a sense of purpose. It's a yearning to do work in the service of something larger than one's self.



Learn more about the power of intrinsic motivation by watching this [video](#).



REFLECTION POINT

- Do you recognise your own motivations in what you are doing in your work/personal life?
- Which of your behaviours might demonstrate this connection to autonomy, mastery and purpose in your life?

HOW CAN YOU BUILD MOTIVATION WITHIN YOUR TEAM?

As a manager, there are practical things you can do to motivate and engage your staff.

TO SUPPORT AUTONOMY



- Set boundaries but provide freedom (structured flexibility) for decision making within that
- Empower employees to devise new ways of working based on their unique differences and perspectives
- Offer employees responsibilities, provide meaningful feedback, and offer support and encouragement.

TO SUPPORT MASTERY



- Identify team members' skills and abilities - get to know what is a stretch for them and where they can shine, create opportunities for them to do challenging and interesting work that fully leverages their skills and abilities
- Help employees to connect learning and development opportunities with future roles and career paths
- Invest in continuous staff development.

TO SUPPORT PURPOSE



- Recognise and praise staff who go above and beyond and reinforce the connection of their efforts to the purpose of the service
- Acknowledge team as well as individual efforts
- When new members join your team make sure you meet with them and share the value proposition of their roles and the work of the service
- Recognise, publicly and in private discussions, specific actions/wins that show high standards and especially creative and critical thinking.

SUMMARY

In understanding motivation, you as a manager can approach individual team members with curiosity as to their motivation, without value judgement but rather to understand how to support them to be their best self.

It's helpful to recognise your own motivational drivers.

By communicating with empathy, you give others a sense that they are valued for the work they do and who they are as people.

Your role is to support opportunities for your team members, giving them a sense of mastery in fulfilling the service's vision and successes for a shared purpose.



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