

Pillars of Success

Motivation

Introduction

What were traditionally thought of as effective motivators of people in the workplace, such as money, the promise of advancement or the threat of dismissal, are no longer considered the only, or even best, employee motivators? In fact, there is ample research to suggest that, once people are paid adequately and treated fairly, additional monetary rewards can impede creativity and motivation. Research has found that work productivity increases when employees are intrinsically motivated. How do leaders create an environment that enhances intrinsic motivation?

Listed below are some resources, including books and research-supported articles that provide different approaches to encourage employees to not just “do their job,” but to complete tasks with enthusiasm.

Books:

Drive: The Surprising Truth About What Motivates Us

Daniel Pink asserts that, while traditional extrinsic motivators such as monetary rewards to incentivize performance are effective in getting people to accomplish routine, mechanical work, they can be counterproductive as motivators when the work to be done calls for creativity and cognitive skills. People have an innate desire for high performance and satisfaction at work. We naturally want to direct our own work, be creative, and better our world in some way. Pink encourages employers to provide their staff autonomy, mastery, and purpose. With these three ingredients, staff are likely to be highly motivated and content in their positions. *Pink, D. (2009). Drive: The Surprising Truth About What Motivates Us. New York, NY. Riverhead Trade.*

Carrots and Sticks Don't Work:

Build a Culture of Employee Engagement with the Principles of RESPECT

In this work Marciano states that rewards and recognition are ineffective motivators because they focus on individual recognition rather than the overall success of the team. For Marciano, employee engagement is the key to organizational vitality, and the key drivers of employee engagement are the principles embodied in the acronym RESPECT: Recognition, Empowerment, Supportive Feedback, Partnering, Expectations, Consideration, and Trust. This book aids leaders from senior level administrators to lower level managers in successfully engaging and motivating their employees. Marciano discusses each of the principles of RESPECT in depth and provides practical examples of how these principles have been applied in successful organizations. *Marciano, P. (2010). Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT. McGraw Hill Books.*

Principled Leadership in Mental Health Systems and Programs

Drawing upon information gathered through interviews with a broad array of leaders in the mental health field who have been effective in achieving transformation of their organizations, this volume advances eight leadership principles and accompanying tasks that these leaders found to be critical for effective leadership within the mental health system. The writers contend that staff at all levels can become the “CEO” in their own spheres of influence, and they provide the template for doing so: (1) leaders communicate a shared vision; (2) leaders centralize by mission and decentralize by operations; (3) leaders create an organizational culture that identifies and tries to live by key values; (4) leaders create an organizational structure and culture that empowers their employees and themselves; (5) leaders ensure that staff are trained in a human technology that can translate vision into reality; (6) leaders relate constructively to employees; (7) leaders access and use information to make change a constant ingredient in their organization; (8) leaders build their organization around exemplary performance. These principles both guide the leaders’ approach to management and reflect their commitment to promoting recovery from severe mental illnesses. *Anthony, W.A., & Huckshorn, K.A. (2008). Principled Leadership in Mental Health Systems and Programs. Boston, MA. Boston University Center for Psychiatric Rehabilitation.*

Intrinsic Motivation at Work

This book reviews research on what actually motivates employees and concludes, like the other listed resources, that extrinsic motivators, in themselves, are ineffective. Only intrinsic rewards--rewards that come directly from the work itself--encourage the profound commitment and sense of ownership needed for a truly engaged and innovative workforce. The writer points out that in today’s work environment, more self-management and judgment is required than has been called for in the past. Thomas describes four intrinsic factors necessary to energize an autonomous workforce: (1) a sense of purpose or meaningfulness; (2) the ability to choose how the tasks are performed - a factor similar to Pink’s autonomy); (3) a sense of competence from performing work activities well; and (4) a sense of progress. *Thomas, K. (2009) Intrinsic Motivation at Work: What Really Drives Employee Engagement. San Francisco, CA. Berret-Koehler Publishers.*

Websites:

Putting a Face to the Name: The Art of Motivating Employees

This article reports practical research on one type of intrinsic motivation: letting employees know about the people and purpose they are serving. They conducted experiments in which some employees had a chance to meet the people affected by their work or know the service recipient's level of need, while other employees did not have these opportunities. Treating these variables as a measure of whether or not the employees are aware of the purpose, meaning and positive impact of their work on others, they present convincing support for their conclusion that such variables improve both their level of job satisfaction and their productivity. <http://knowledge.wharton.upenn.edu/article.cfm?articleid=2436>

The Four Intrinsic Rewards that Drive Employee Engagement

This article is a shorter presentation of Thomas's *Intrinsic Motivation at Work* (above). The writer notes that motivational dynamics have changed dramatically to reflect new work requirements and changing worker expectations. One of the biggest changes has been the increased emphasis on intrinsic rewards and decreased focus on extrinsic rewards. This article explains the recent popularity of intrinsic rewards and how these can be used to build a work culture in which employees are highly engaged.

He reframes the four intrinsic rewards as four steps, or judgments that are necessary for employees to provide the level of innovation, problem-solving and improvisation required to meet customers' needs: (1) committing to a meaningful purpose; (2) choosing the best way of fulfilling that purpose; (3) ensuring that one is performing work activities competently; and (4) ensuring that one is making progress to achieving the purpose. The level of an employee's intrinsic motivation is determined by the extent to which he or she experiences positive engagement in each of these steps. The author provides a set of seven guidelines for building a culture of high engagement.

<http://www.iveybusinessjournal.com/topics/the-workplace/the-four-intrinsic-rewards-that-drive-employee-engagement>

Motivation and Job Satisfaction Among Medical and Nursing Staff

The objective of this study was to investigate how medical and nursing staff within a Cyprus hospital are affected by specific motivation factors, and to assess the association between *job satisfaction* and *motivation*. The results support management approaches that employ both monetary and non-monetary incentives to motivate health care professionals. Of four motivational factors addressed in the study, the health care professionals ranked achievement highest, followed by remuneration. The authors concluded that health care professionals tend to be motivated more by intrinsic factors than by extrinsic factors, and that such factors should be a target for effective employee motivation. The article proposes strategies to enhance employee motivation which are consistent with survey findings.

<http://www.human-resources-health.com/content/8/1/26>

Concrete Examples

The three mental health services providers that participated in PARS contributed the following examples of how they applied the above principles of motivation:

- The transformation required to promote organizational change and enhance motivation amongst staff begins by painting a vision for the facility. The layout of the vision and approach can be compared to the Martin Luther King "I Have a Dream" speech. Such an approach first questions others whether or not the vision is possible. It then paints a vivid picture to all participants, enabling them to envision the final outcome. Finally, it inspires others so that the dream (or vision) becomes their dream as well. People have to want the organizational change.
- In order for changes to occur, new practices need to become woven into everything within the facility. Desired changes need to be discussed at every opportunity available, including such forums as unit and facility wide meetings and rounds). This allows staff time to vent, brainstorm, and generate solutions to problems.
- It is often helpful to have others with an outside objective perspective assess the progress and or challenges the facility might be facing.
- Despite the challenges that come along with organizational change, administration has to empower their staff to take control of the progress. When staff have ownership of the tasks laid out before them (with the vision clearly stated), they are more apt to put forth their one hundred percent.
- One way to promote intrinsic motivation is to provide more opportunities for staff and children to interact with one another through clubs, committees and recreation. Such interaction reminds staff why they initially entered this field.
- Providing employees with opportunities to visit other programs allows them to experience new ideas that are being implemented in similar programs and to see how these ideas could perhaps be utilized in their own settings.
- Leadership needs to take every advantage and opportunity to ask staff for help with issues, program, or policy. This motivates, empowers, and gives a sense of ownership to staff by providing them the opportunity to contribute to facility decisions
- It is important to remind everyone of facility-wide successes and accomplishments, using written correspondence (cards, email, letters) or personal contact, whichever approach seems to be the most beneficial.
- It is important to continually train staff on strategies and methods that will be a part of the organizational change. If staff feel they are ill equipped, their desire to push forward will be very limited.