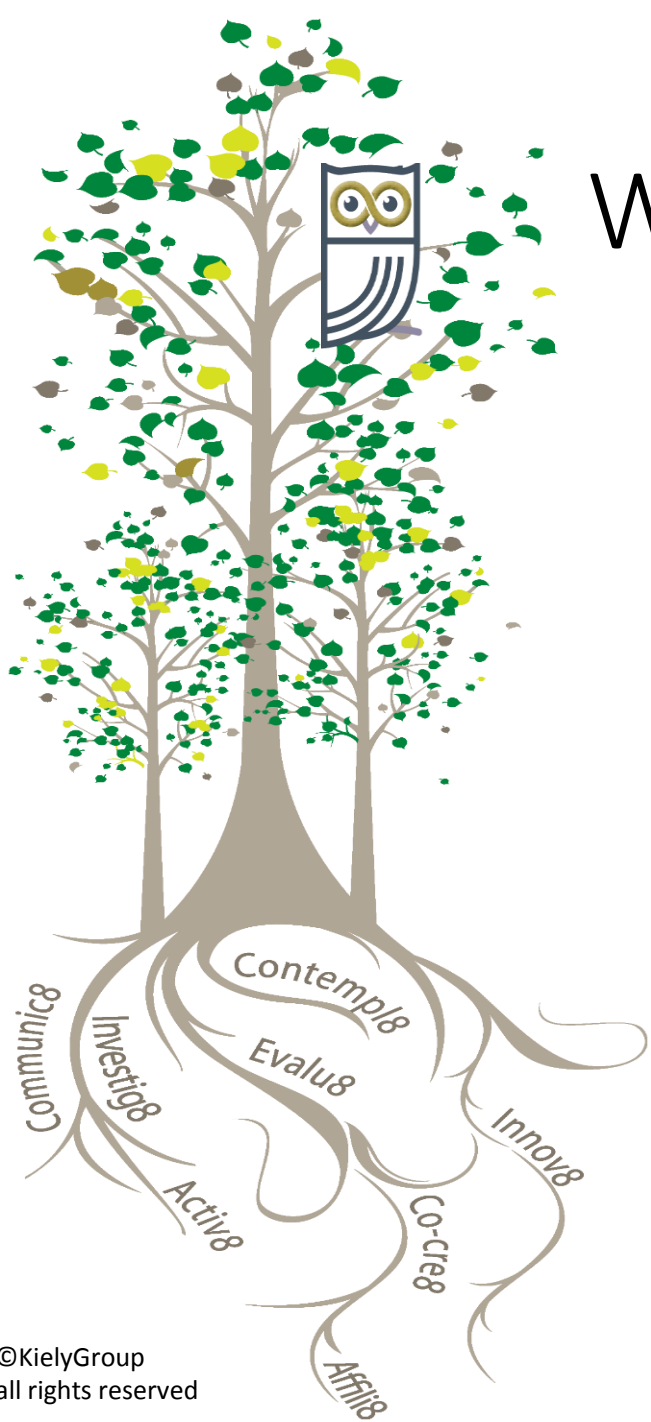


Motivation Through a Shared Vision

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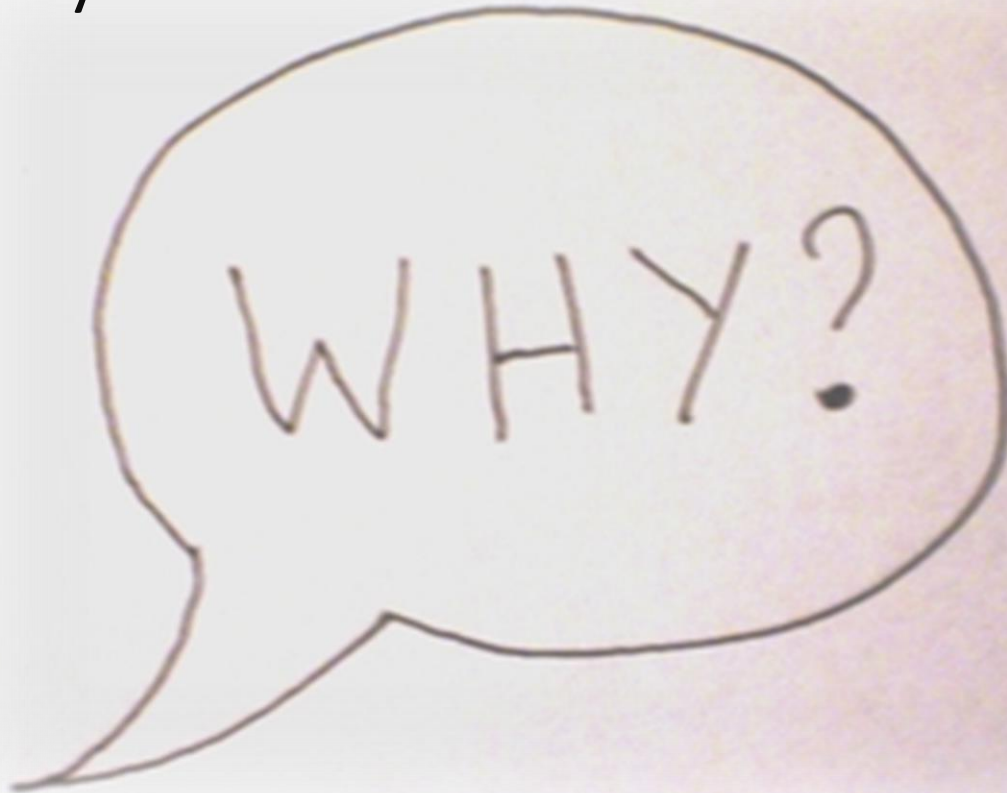
Why do you do what you do?

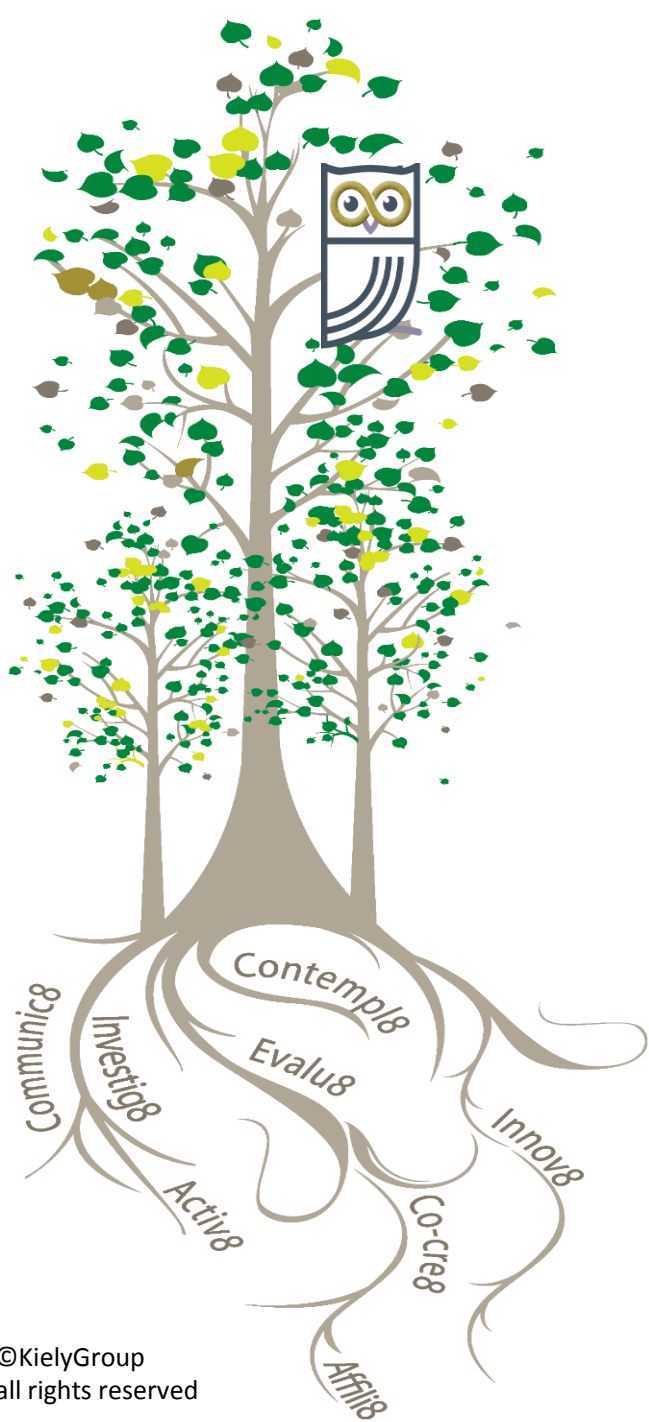
- If you could dedicate your life's work in health care, to whom would you dedicate it?



BECOME A “WHY” CULTURE

- Always give the “why”
- Create an environment where it is acceptable to ask the “why”



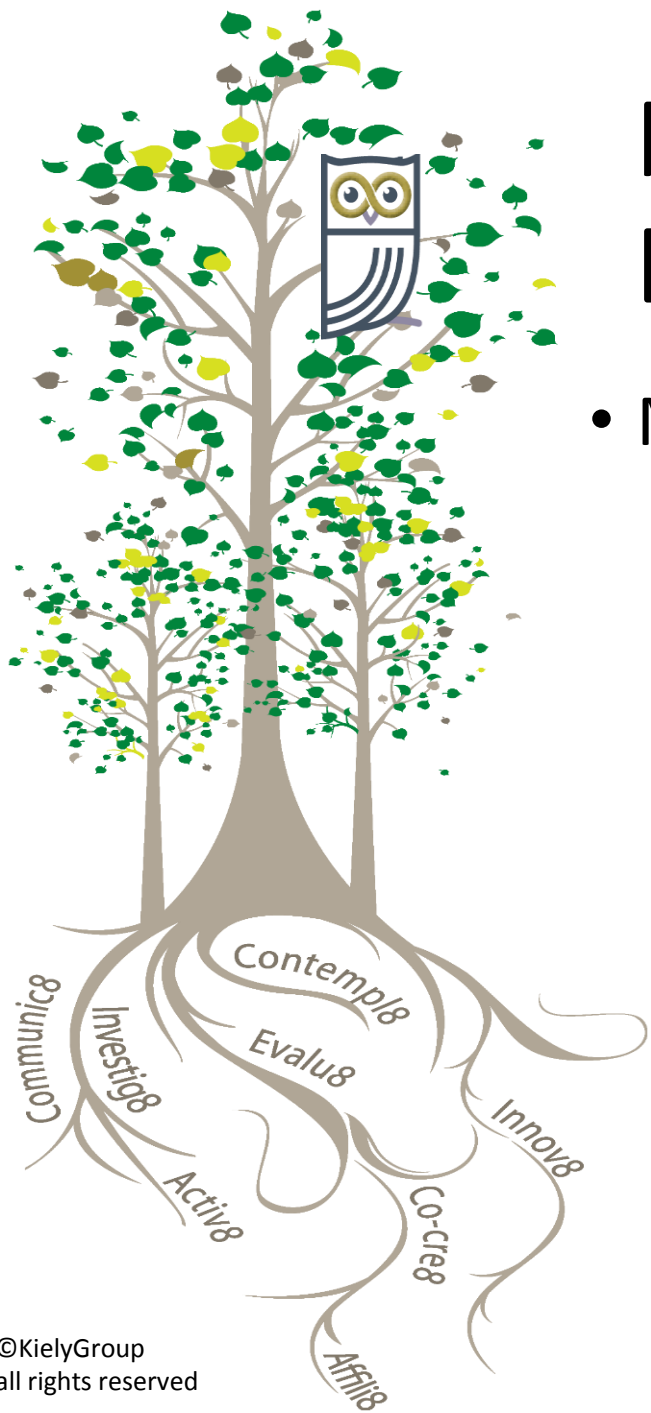


“You have to learn to manage in situations where you don’t have command authority; where you are neither controlled nor controlling. This is the fundamental challenge (of this new era).”

-- Peter Drucker

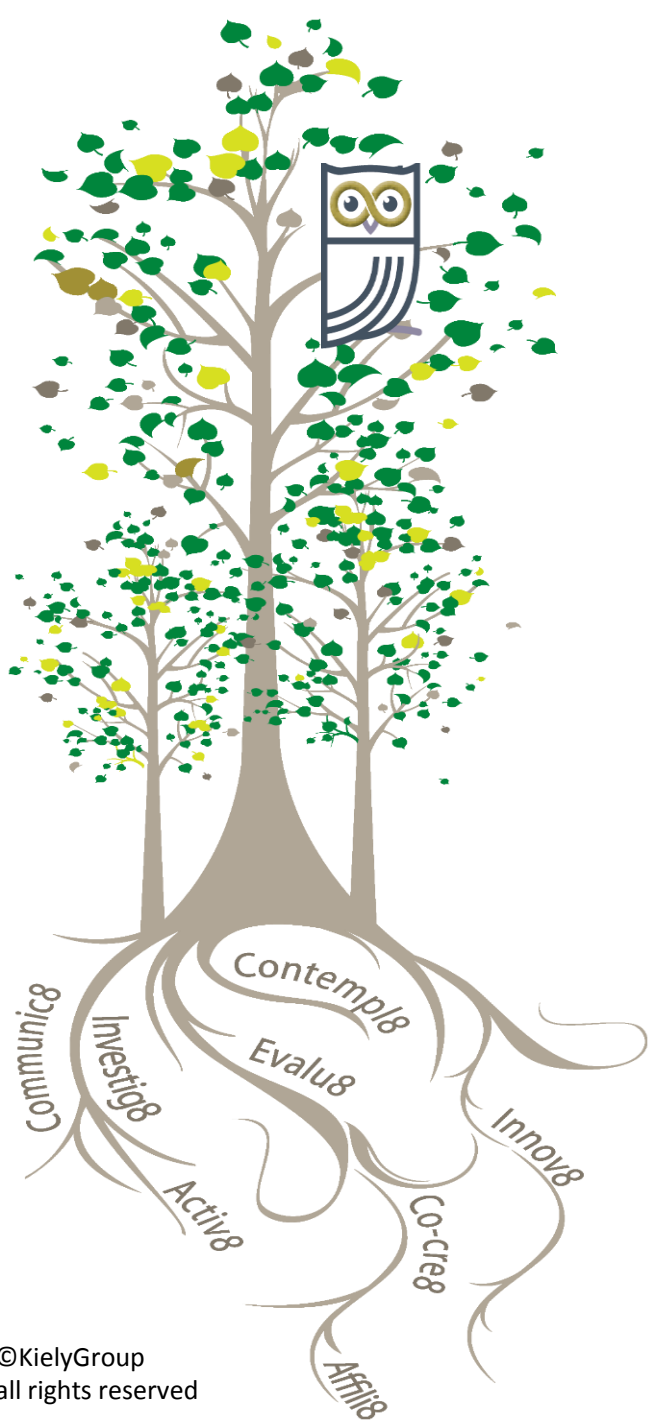
“Everyone wants to be more influential at work. There aren’t many situations left where issuing orders gets desired results.”

-- Bradford and Cohen



Managing Performance on a Daily Basis

- Managers inspire and motivate performance by:
 - Aligning organization's and individual's goals
 - Understanding and managing the environment
 - Inhibitors
 - Enablers



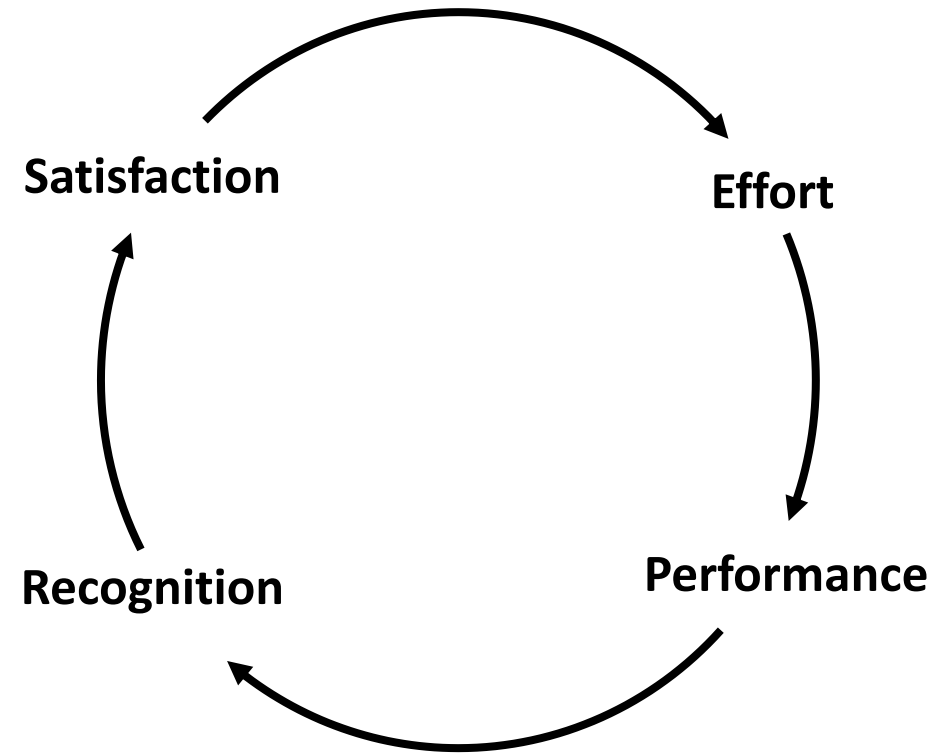
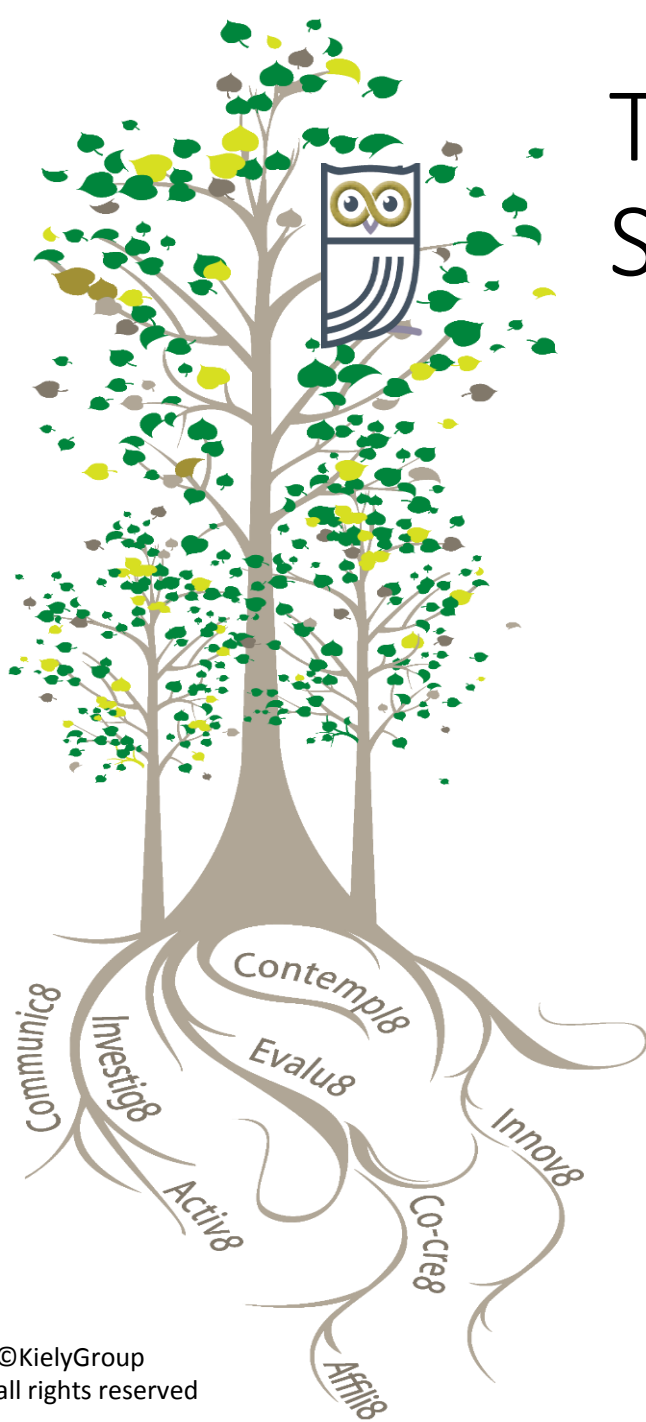
Why don't people do what we
tell them to do?

Exercise: Motivation



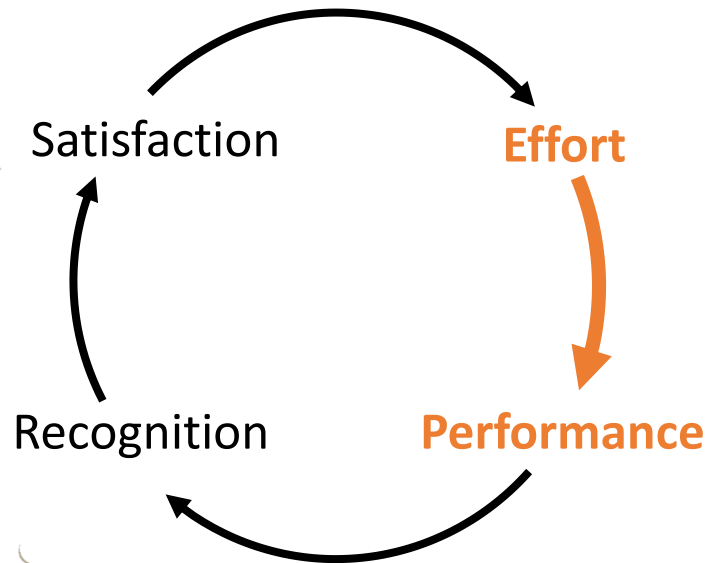
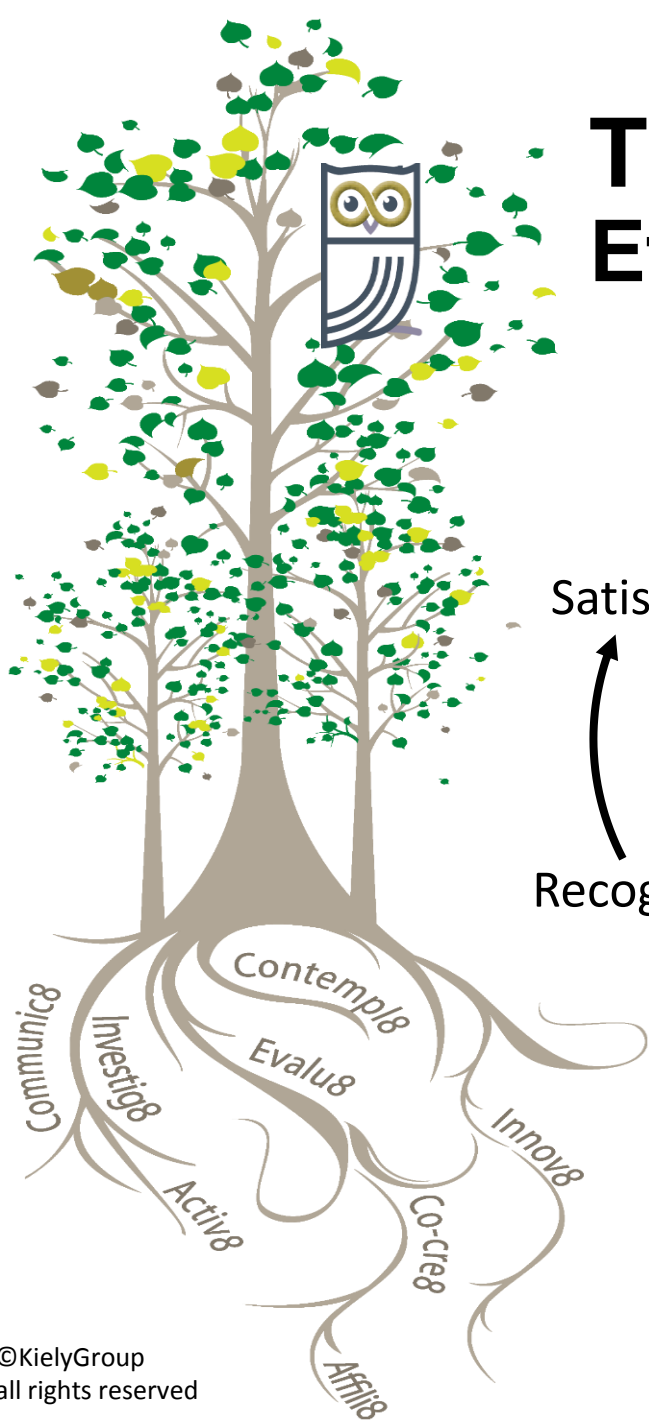
- Think about a time when someone helped you to become more motivated
 - What was the situation?
 - What did he or she do?
 - Why did it work?
- Think about someone's performance you are concerned about right now.
 - What is the situation?
 - How are you handling the situation? What is working? What is not?

The Motivation Circle is Based on a Series of Expectations



The Motivation Circle

Effort-to-Performance Link

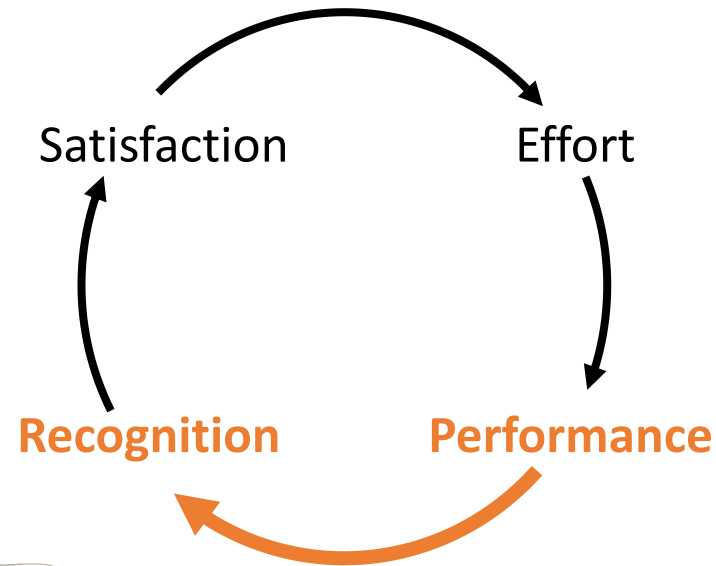


People have to feel that if they work hard, their performance will improve.

- Are resources available?
- Do they have the knowledge, training, tools and skills?
- Are performance goals reasonable?
- Do work processes contribute to performance?

The Motivation Circle

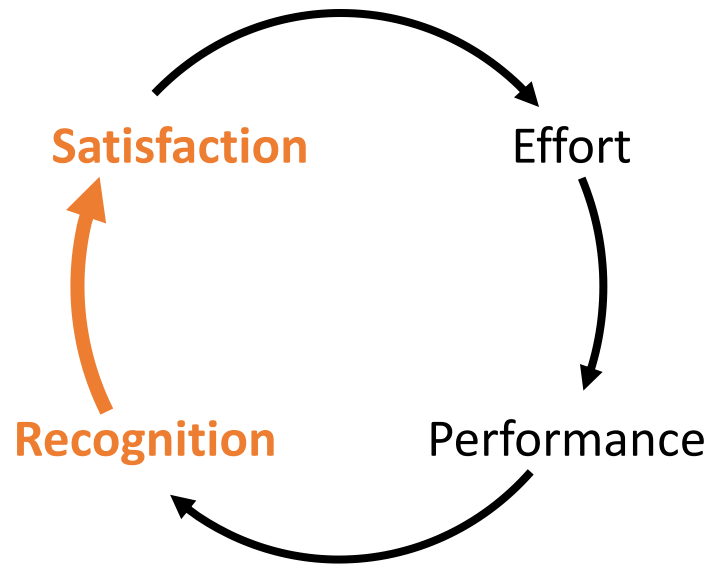
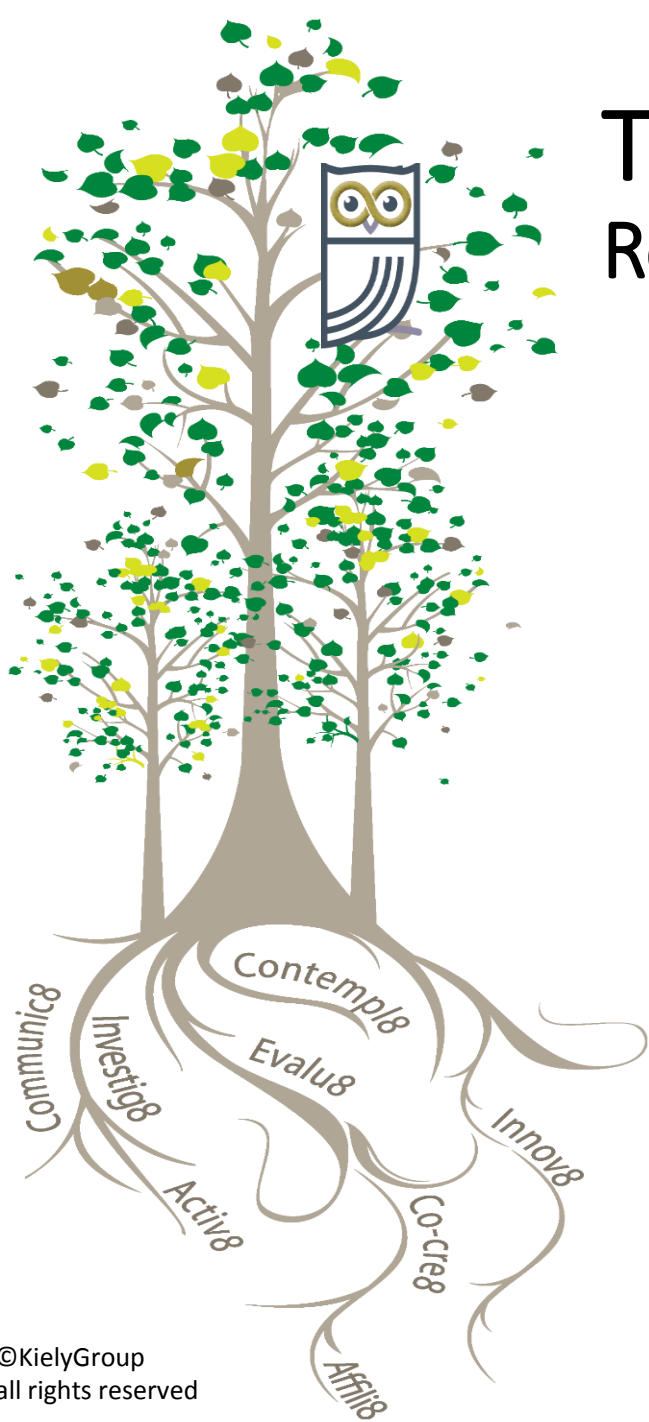
Performance-to-Recognition Link



- People have to think that if they perform well, they will be recognized and rewarded
 - Fair and accurate performance evaluation system
 - Enough difference between recognition for good and bad performance
 - Recognition should follow quickly enough to be associated with performance

The Motivation Circle

Recognition To Satisfaction Link

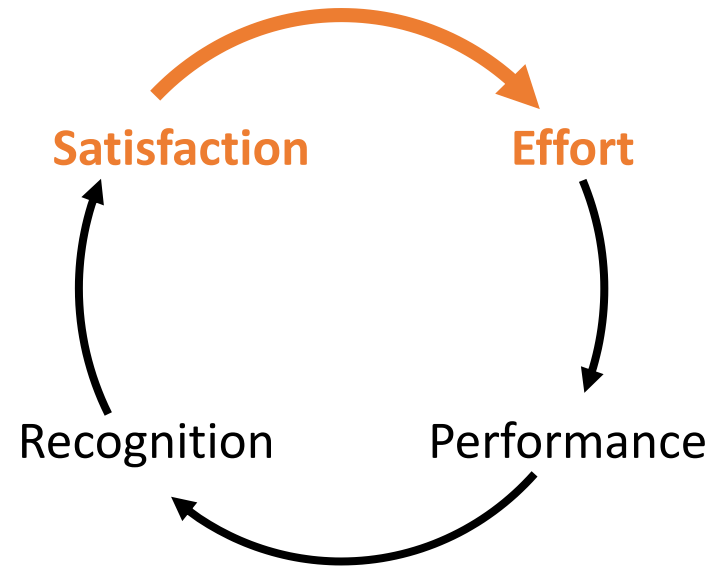
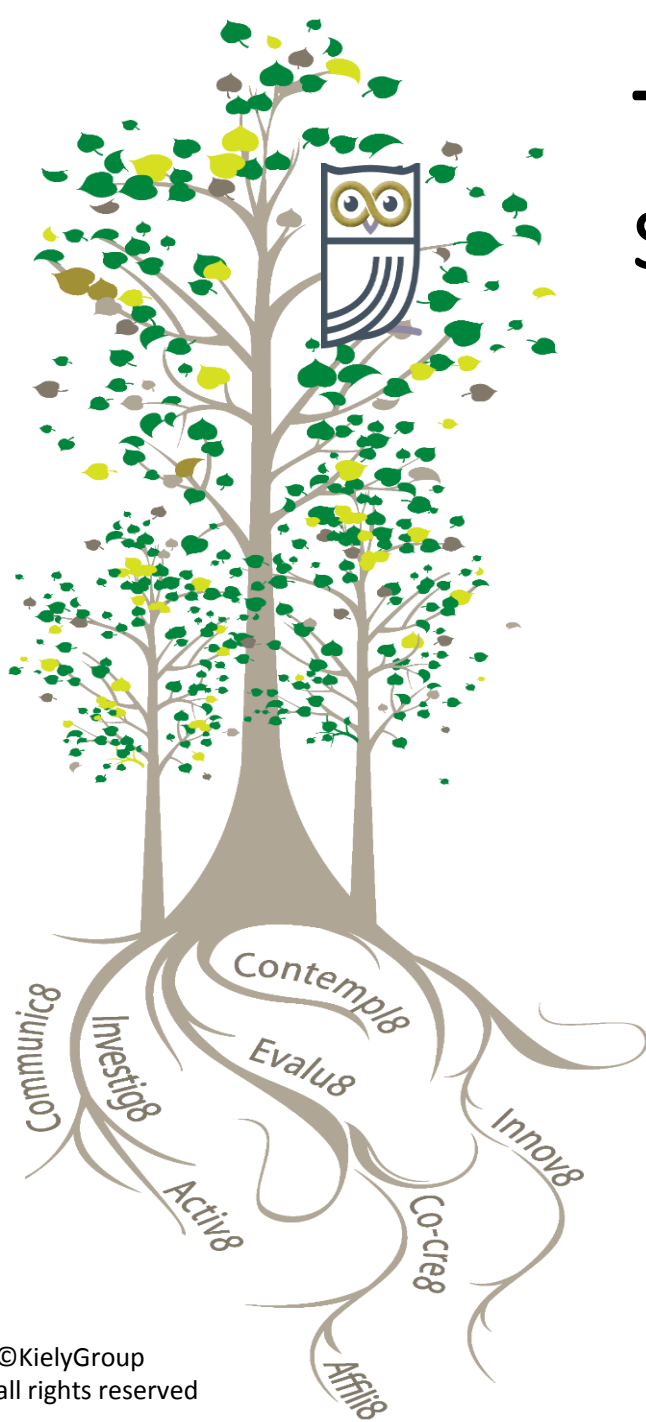


People prefer different forms of recognition.

- People won't work for what you want; they will work for what they want.
- Recognition is psychological; it depends on the person and his or her circumstances.

The Motivation Circle

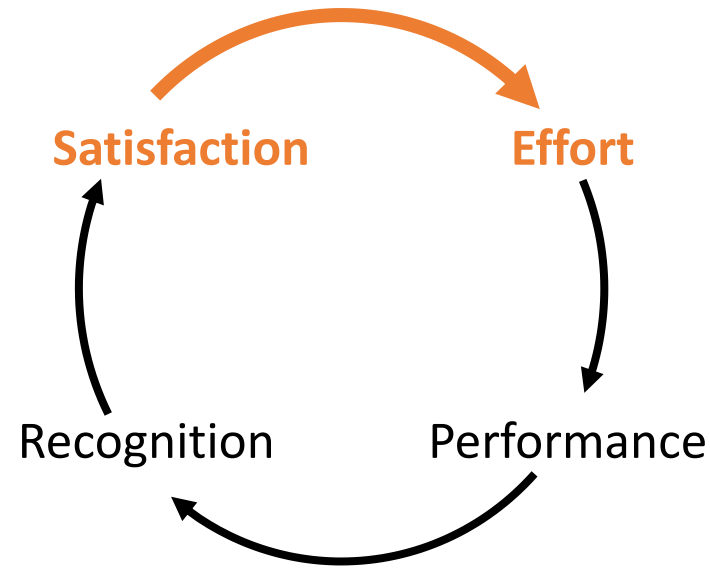
Satisfaction-to-Effort Link



- Even if satisfied with recognition and rewards, there can still be barriers to high effort.
 - Misalignment
 - Fatigue, burn-out
 - Lack of focus
 - Poor prioritization



The Motivation Circle

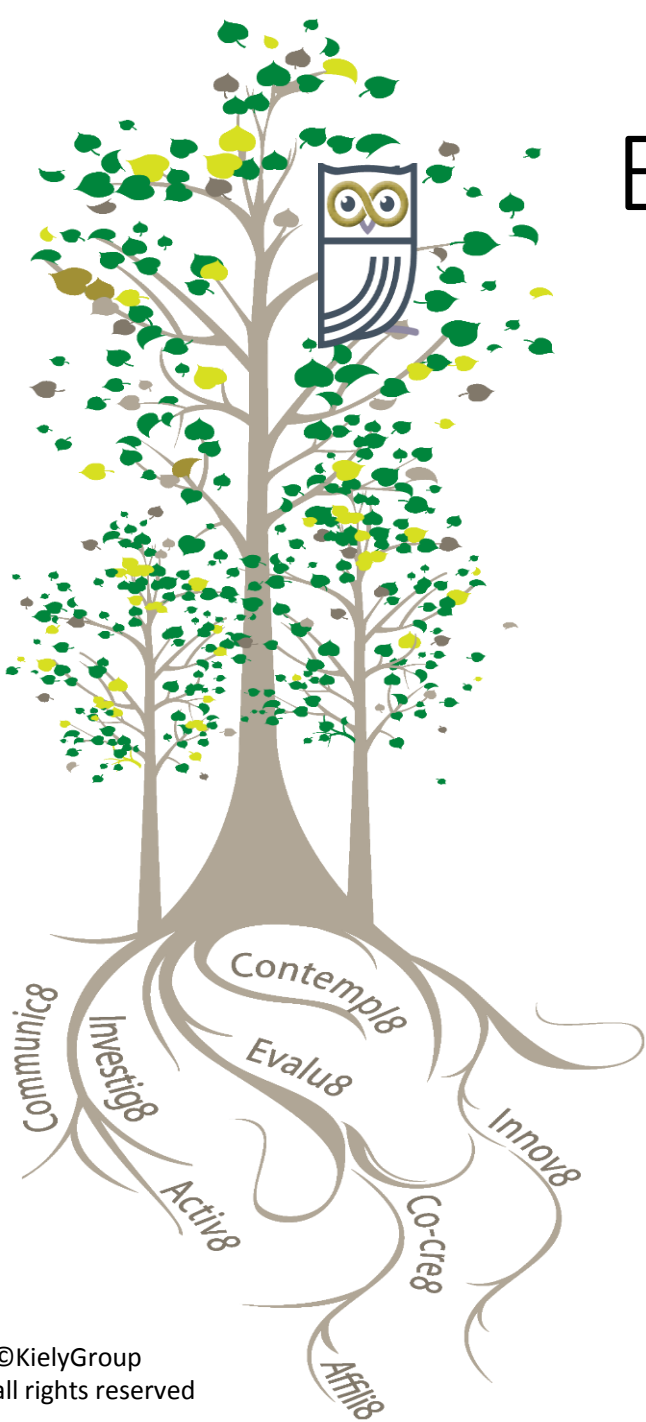


If any link is missing or weak, the chain of motivation may be weak

It is the perception that the individual has of the link, not reality, that matters most

Exercise

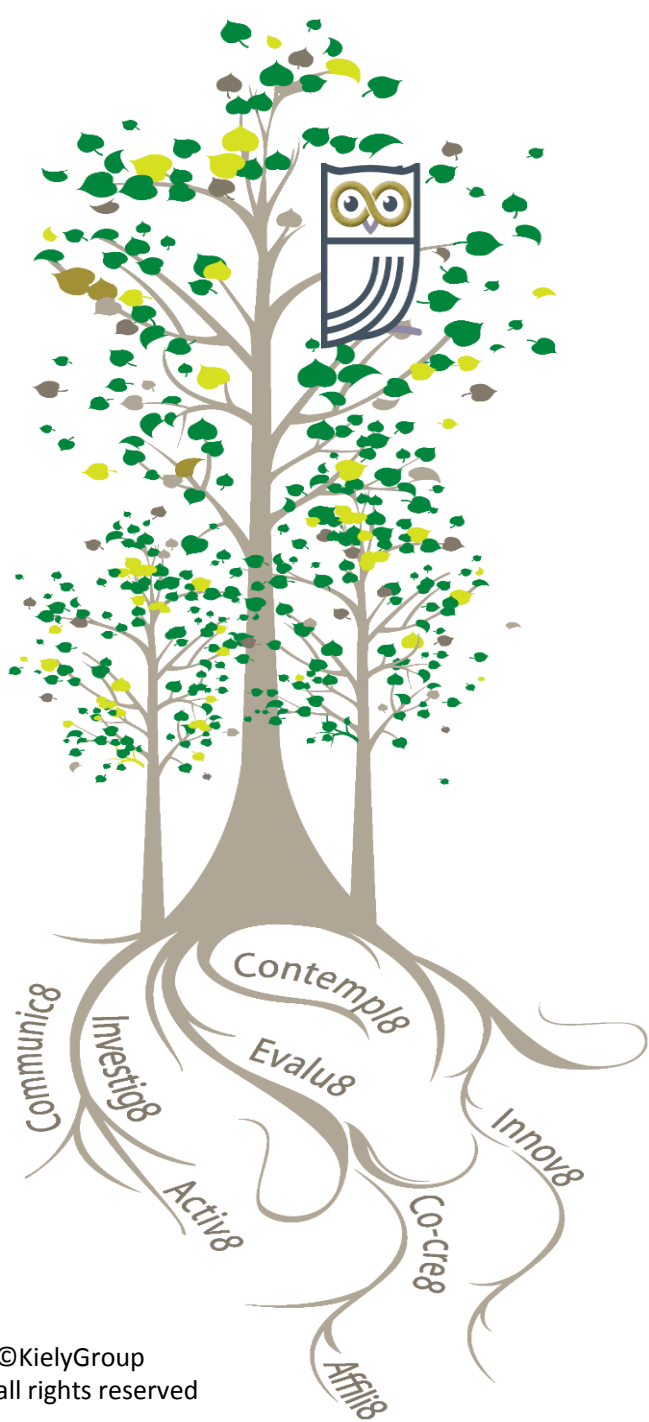
- Return to the person about whom you are concerned and apply the Motivation Circle to find out from where the problem is stemming.





First and always

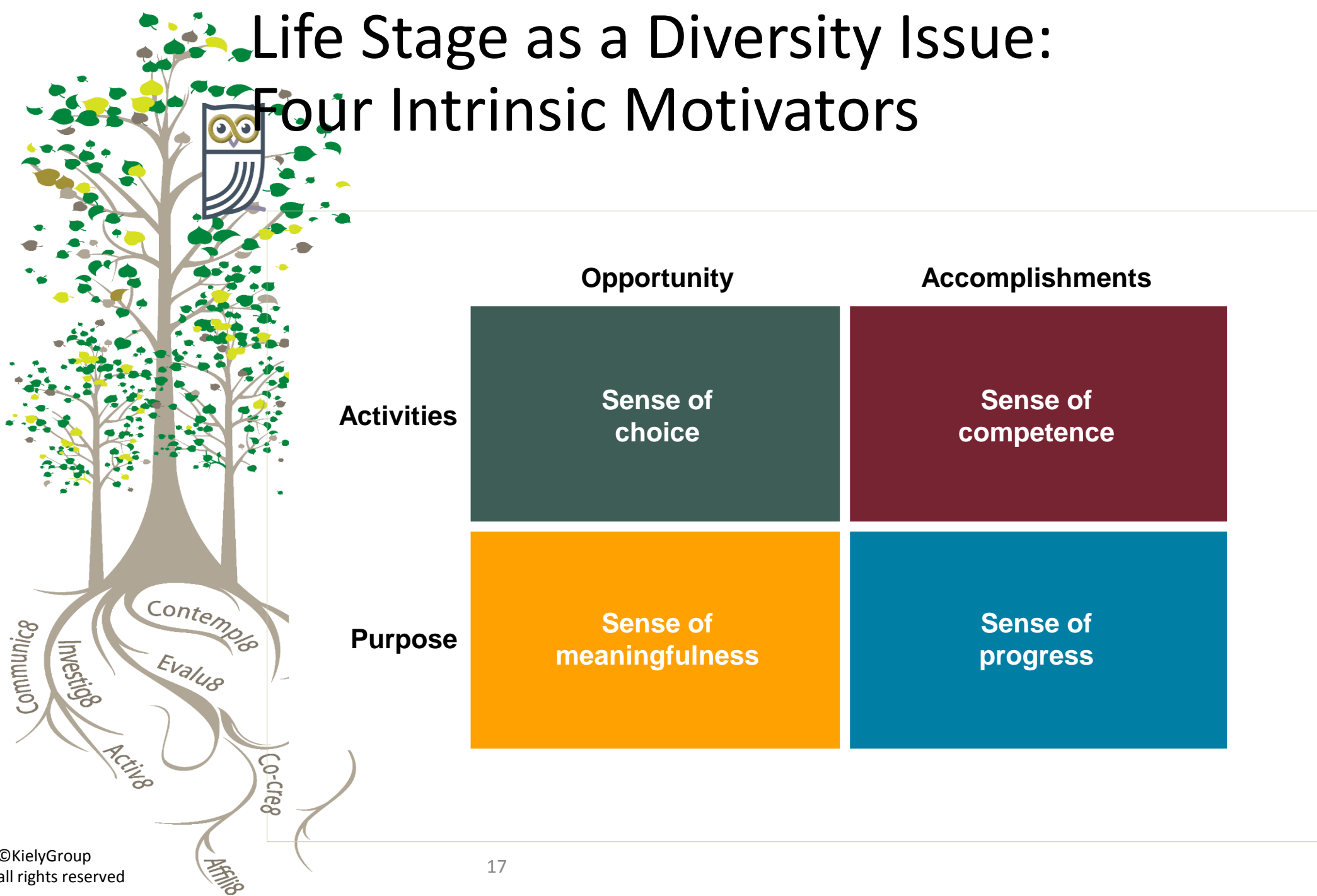
- Why do we exist?
- For whom do we exist?



Some Possible Ways to Keep People Engaged

- Measurement
- Celebration
- Enlist People's Creativity
- What else can we do???

Life Stage as a Diversity Issue: Four Intrinsic Motivators





What might your center be?