

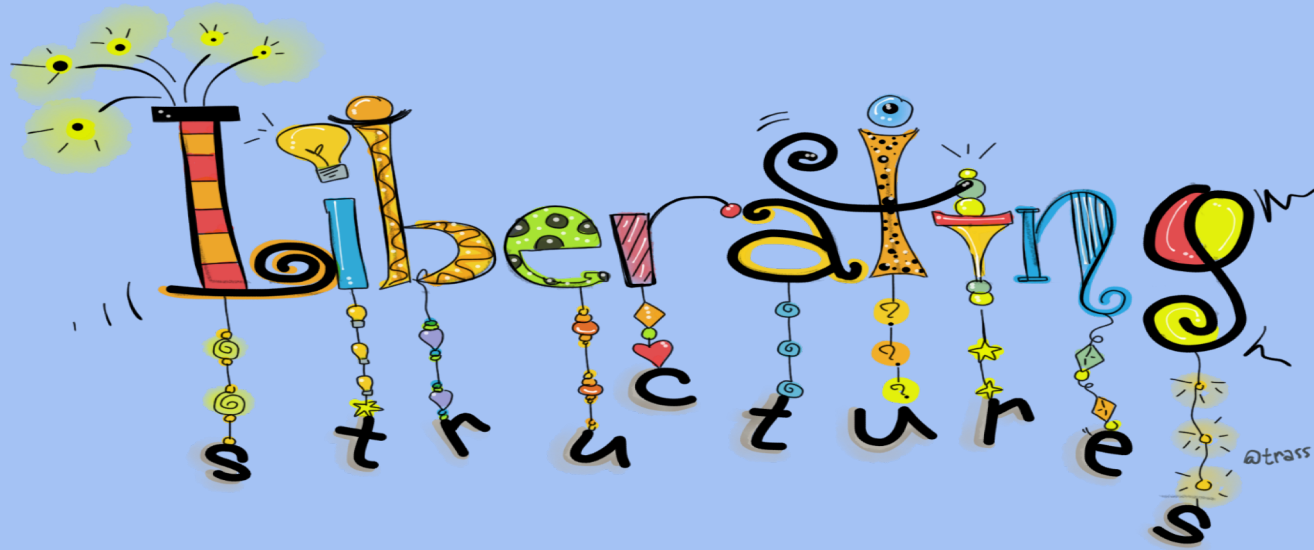


The Bright and Dark sides of Motivation

David Bennett 

Realise your potential

www.davidbennettcoach.com



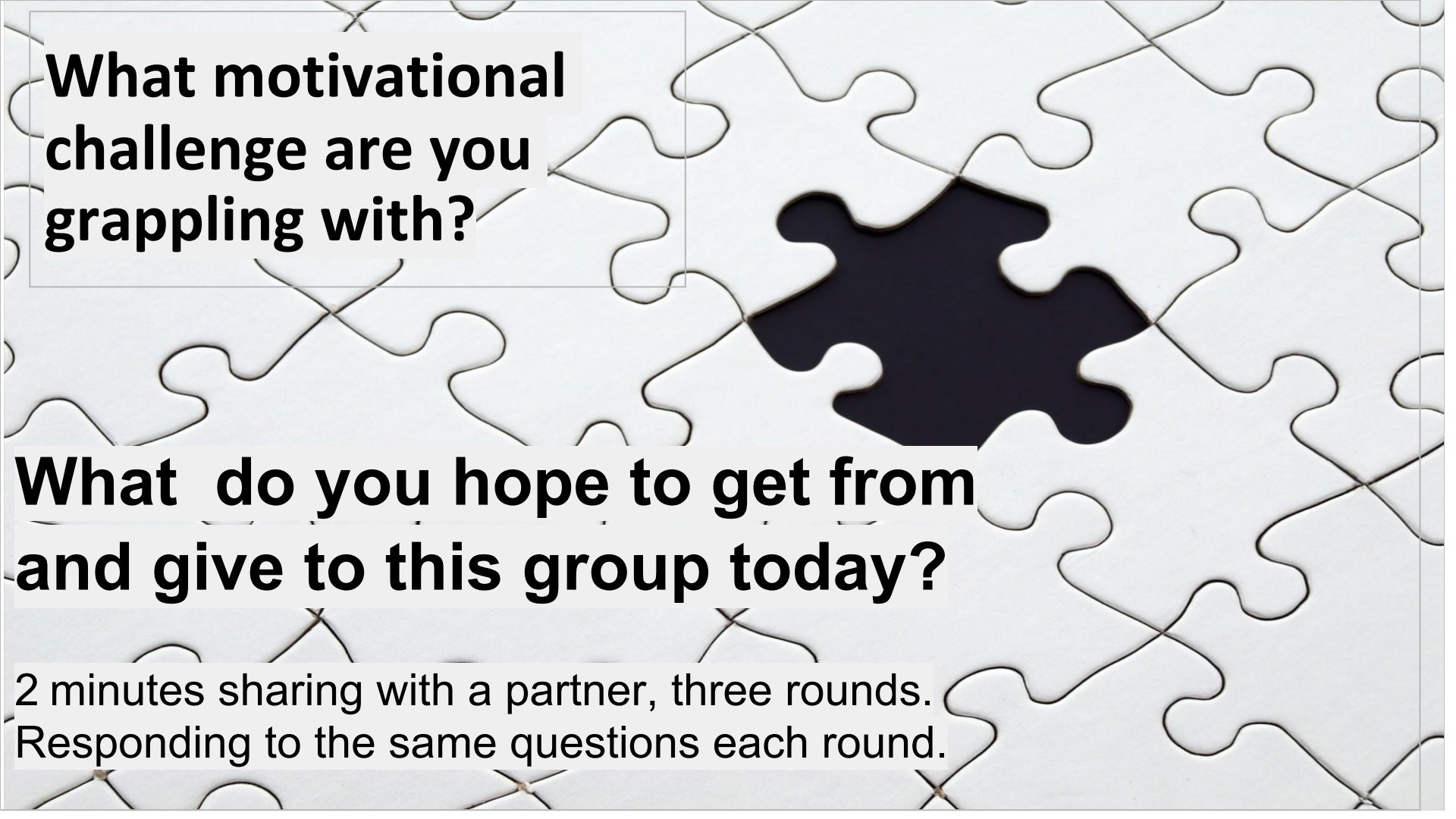
Harnessing the power of small changes to transform and re-energise groups and organisations - one interaction at the time.



Impromptu Networking

Rapidly share challenges and expectations while building new connections





What motivational challenge are you grappling with?

What do you hope to get from and give to this group today?

2 minutes sharing with a partner, three rounds.
Responding to the same questions each round.

Self-Determination Theory (SDT)

Empirically based, organismic theory for the study of human motivation and personality

Concerned with how socio-contextual factors support or thwart people's thriving through basic psychological need satisfaction

Defines intrinsic and varied extrinsic sources of motivation on a continuum from controlled to autonomous

Description of the respective roles of intrinsic and types of extrinsic motivation in cognitive and social development and in individual differences

SDT: Fields of psychology

Social

Personality

Developmental

Clinical

Neuropsychology

Behavioural economics

Educational

Sport

Organisational

Evolutionary and biological factors

Cultural and economic factors



SDT: Research in life domains

- Schools and learning
- Parenting
- Workplace motivation
- Sport and exercise
- Healthcare and psychotherapy
- Culture and religious socialization
- Virtual worlds (media and games)
- Sustainability
- Psychopathology
- Politics
- Aging

Six mini- theories

1. Cognitive Evaluation Theory (CET) concerns intrinsic motivation

2. Organismic Integration Theory (OIT) addresses extrinsic motivation

3. Causality Orientations Theory (COT) describes individual differences in people's tendencies to orient toward environments and regulate behavior

4. Basic Psychological Needs Theory (BPNT) elaborates the concept of evolved psychological needs and their relations to psychological health and well-being

5. Goal Contents Theory (GCT) describes the distinctions between intrinsic and extrinsic goals and their impact on motivation and wellness

6. Relationships Motivation Theory (RMT) posits that some close personal relationships are essential for well-being because they satisfy the need for relatedness

Basic Psychological Needs:

Autonomy

Competence


Relatedness



The Bright and Dark sides of Motivation

To the extent that BPNs needs are ongoingly satisfied, people will develop and function effectively and experience wellness

To the extent that BPNs are thwarted, people will more likely evidence ill-being and non-optimal functioning.

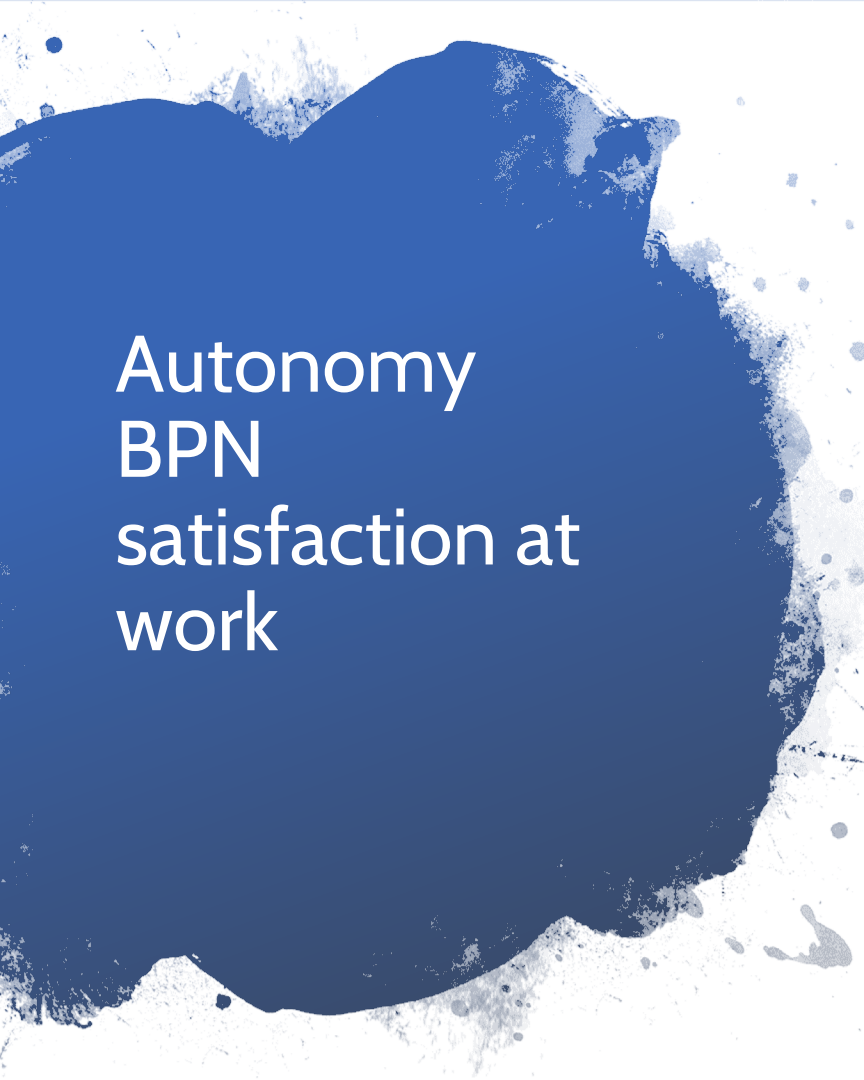


Leadership & BPN satisfaction at work

Perhaps the most influential factor in engagement and motivation is how one experiences one's direct manager.

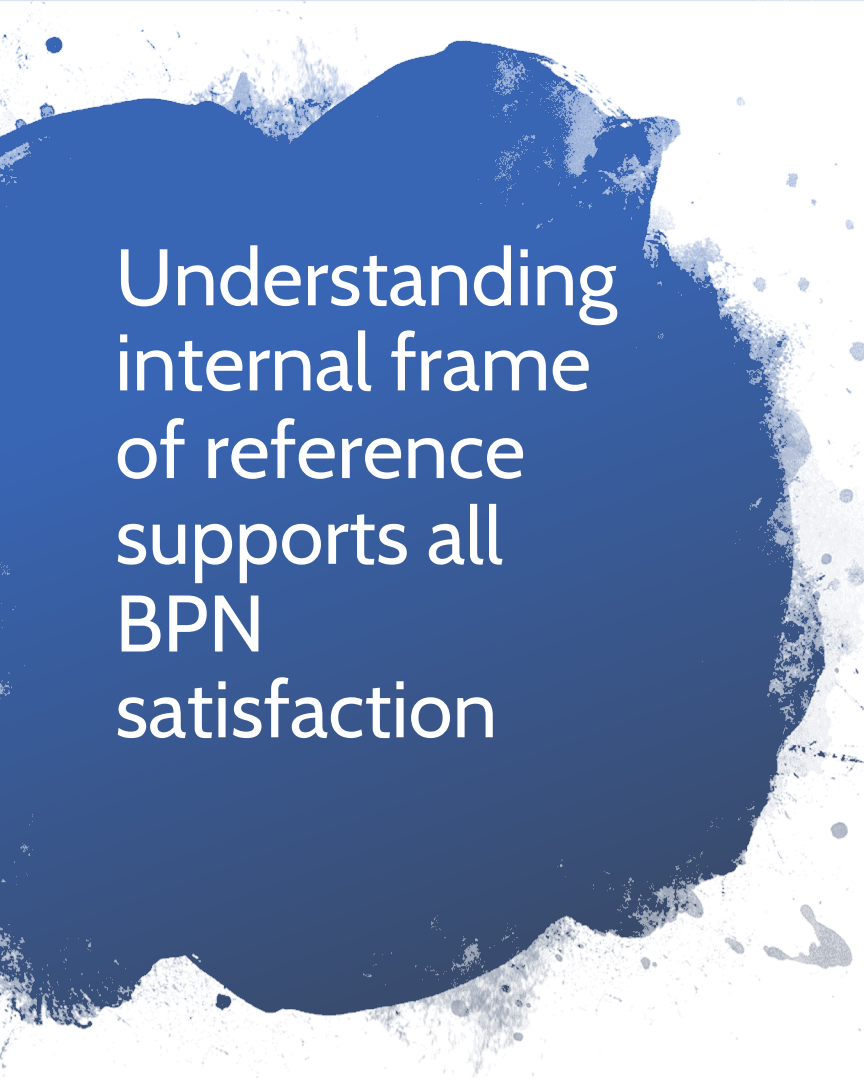
Strong basic need satisfaction directly predicts:

- trust in the organisation
- perceived quality of manager feedback
- the belief that there are opportunities to contribute your perspective
- the recognition of advancement opportunities
- feelings of security
- satisfaction with pay and benefits
- overall job satisfaction (work & compensation)
- positive passion for work (trust & loyalty)
- greater creativity and performance
- inoculate against physical illness & absenteeism



Autonomy BPN satisfaction at work

- Give choices: enhances IM, increases efforts, increases performance on some types of tasks, increases sense of perceived competence
- Don't put them under pressure
- Choice about how they'd do an activity
- Don't micro-manage their behaviour
- Let them choose their own goals
- Provide a rationale – not external pressure




Understanding
internal frame
of reference
supports all
BPN
satisfaction

Elicit and acknowledge employees' perspectives:

- What's their reaction to what I'm asking them to do?
- What are the obstacles as they perceive them?
- What are the values this might conflict with?
- What didn't you understand about their situation that comes to the fore?

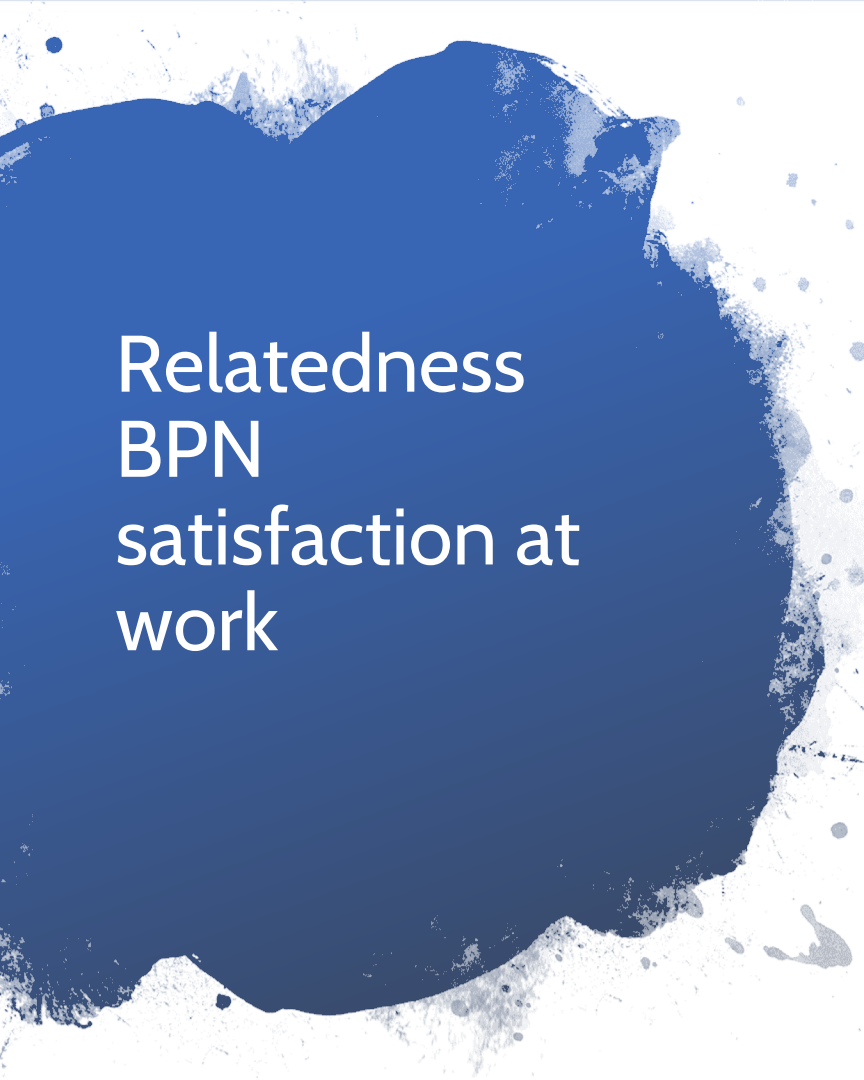
Benefits

- Shows respect & care about their initiative.
- This helps you problem solve with them by diagnosing any obstacle that might be in the way of further motivation and support in competence and relatedness.
- Helps them feel ownership for the activity



Competence BPN satisfaction at work

- Provide opportunities for skills building & problem solving
- Support competence experiences
- Feedback: Better when feedback is based on clear criteria, rather than normative feedback that has no criteria at all. Better when personally delivered.
- No feedback has undermining effects and no better than negative feedback.
- Informational negative feedback that is efficacy relevant will help maintain IM. “Solving ineffective behaviours.”
- Change oriented feedback is efficacy related, associated positively with autonomous motivation, wellbeing, lower negative affect, better self-esteem
- Focus on interest rather than evaluative qualities of the task
- Optimal challenge = challenges you can actually succeed at - not maximal ability.
- Encourage exploration and self-initiation



Relatedness BPN satisfaction at work

- Create opportunities for people to feel connected in meaningful ways—to feel supported, valued, respected and included while experiencing that others need and value our support, value, respect and inclusion.
- Feel part of a team and a sense of connection - because you care for them as well as them caring for you.
- Create a warm interpersonal environment.
- Link to psychological safety



BPN

Thwarting: Dark side impact on motivation

Frustration of the needs for autonomy, competence, and relatedness is associated with higher levels of:

- work-related stress
- emotional exhaustion
- turnover intention
- Absenteeism

The more need-thwarting the social conditions are, the more damaged is our capacity for humanity.



Rewards: Potential dark side impact on motivation

- Can undermine motivation, especially contingent rewards.
- Unexpected rewards and positive feedback don't undermine motivation.
- Be wary of rewarding people for doing what we would normally do in being helpful to one another, or doing altruistic things with an organisation - those rewards undermine people's helping in any other sphere other than the one in which they're being rewarded. Bad spillover effects, negative undermining effects.



What are you going to do differently as a result of this presentation?

5 minutes in the whole group

1-2-4-All
Engage everyone simultaneously in generating questions/ideas/suggestions

1 minute alone

4 minutes in a foursome

2 minutes in a pair

1-2-4-All in motion.

Multiple short cycles are more productive than one longer session.

David Bennett 

Realise your potential

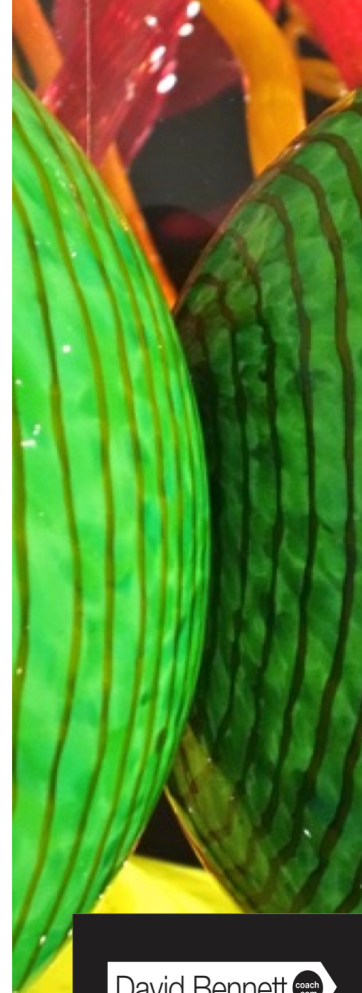
www.davidbennettcoach.com



Liberating Structures: Simple Rules to Unleash A Culture of Innovation

Liberating Structures introduce tiny shifts in the protocols of how we meet, plan, decide and relate to each other.

LS make it possible *for everybody* with a stake to have a voice, *for everybody* to have freedom to act and seize opportunities, and *for everybody* to take into account other peoples voices, mutually shaping next steps together.





Mad Tea Party

Rearrange a richer, deeper, funner context for taking action





Mad Tea *Etiquette*

- 1) Stay curious, dig deep, have fun
- 2) Don't over think answers
- 3) Finish each of the open sentences with a short phrase!

***This
information fits
into...***




***What I am most
curious about is....***

***Something I plan
to do is.....***

***Something I plan
to stop doing is....***

***Just over the
horizon is...***

A large, tangled ball of white rope, representing a disorganized or chaotic structure.

**What was
Liberated
during Mad
Tea?**

A large, neatly coiled ball of white rope, representing a structured or organized structure.

**What was
Structured about
Mad Tea?**

Where else might you use this Liberating Structure?

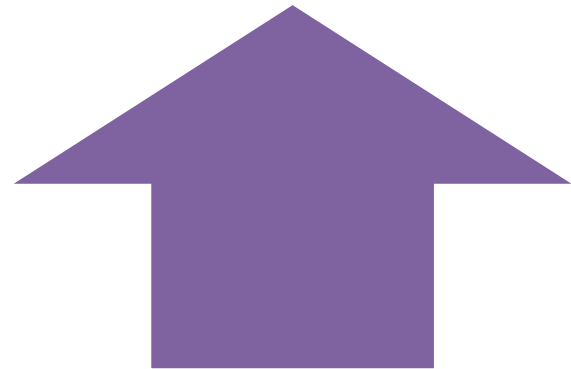
Microstructural Debrief :: Pairs



What did you notice about the structure?



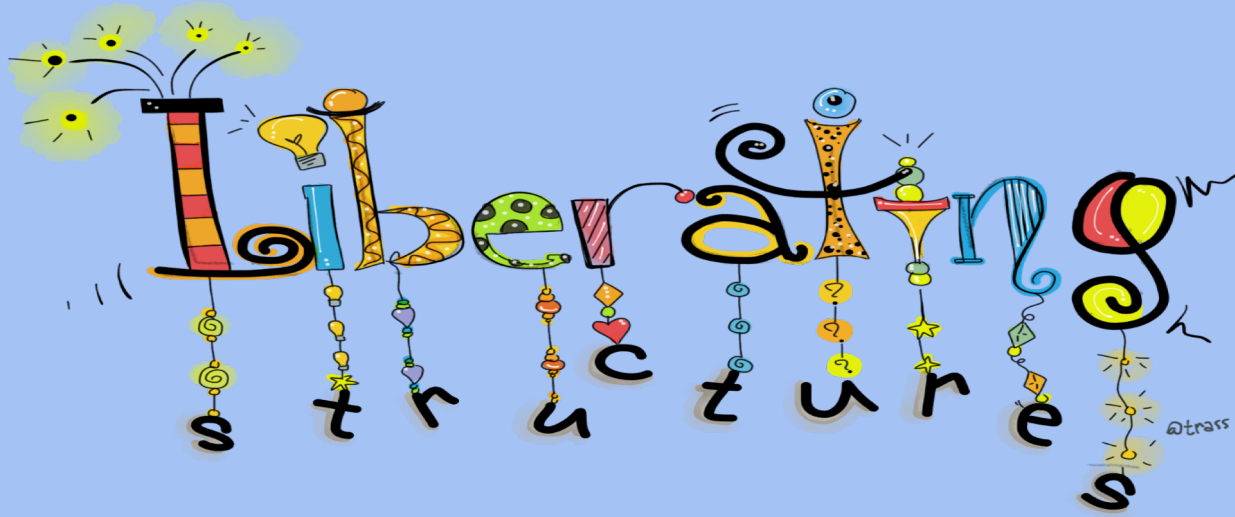
What was made possible?



Further information

www.selfdeterminationtheory.org

www.liberatingstructures.com



2 Day Immersion Workshop in Auckland 12-13 February 2020

Highly engaging, experiential learning 2-day immersion workshop

Register by 18 December to receive a discount of 25% and free book on Liberating Structures

By the end of the two-day workshop, you will have learnt and be able to apply 10-12 seriously playful (and practical) micro-structures; know how to string together multiple micro-structures to achieve a specific purpose or solve a problem with any size group.