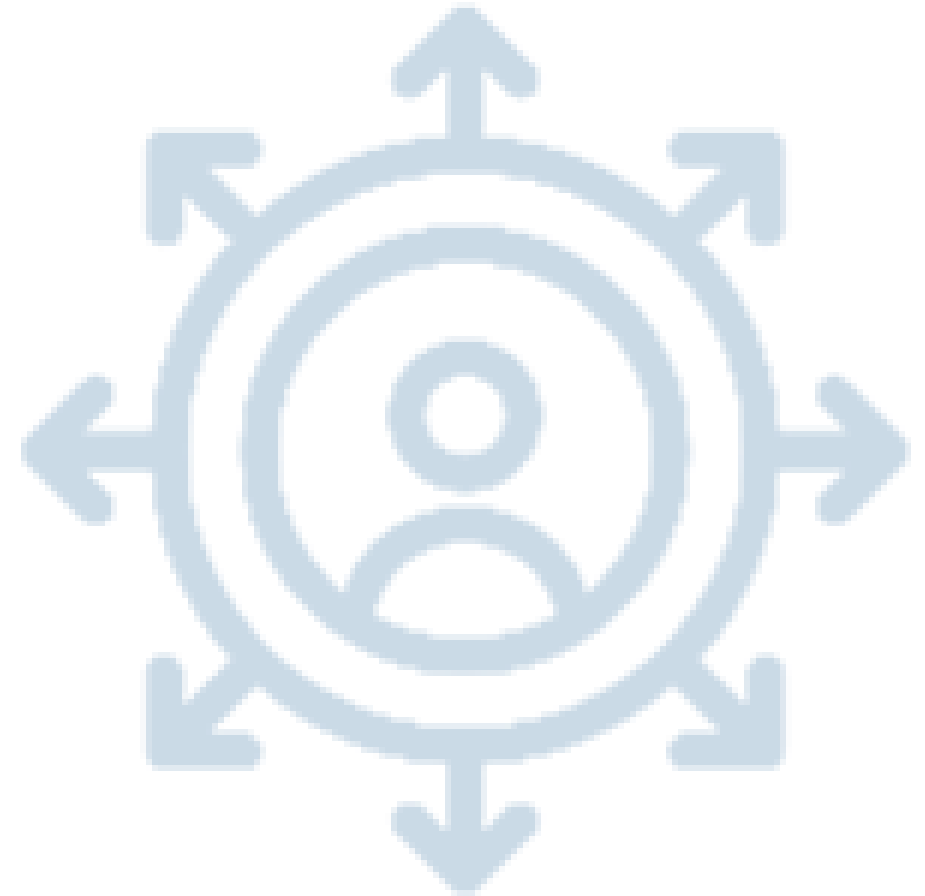


Long Term Care **RISE**

 Penn Medicine |  TEMPLE HEALTH

Expand your Leadership Impact:

What Motivates You?



03.23



Why is employee motivation important?



► Motivated employees are:

- ✓ Better at handling uncertainty
- ✓ Better problem solvers
- ✓ More focused on customer/resident outcomes
- ✓ More engaged
- ✓ More loyal
- ✓ More productive
- ✓ More innovative
- ✓ Satisfied with their work life
- ✓ Optimistic about the future of their work
- ✓ Collaborative

What Motivates You: *Work Values*

- ▶ What makes your work meaningful to you?
- ▶ What is the purpose behind your work?
- ▶ Why do you work where you do?

To answer these questions, you must first define what is most important to you: **your work values**



What are your work values?

► www.careeronestop.org/Toolkit/Careers/work-values-matcher.aspx

Get started:

- 1 Read the statement on the top card of the deck below and think about how important that quality would be in your ideal job.
- 2 Choose an importance level below, from most to least. Repeat for all 20 cards.
- 3 Want to change your selection? Select the "x" or, for keyboard users, select the card and then the Enter key. Then choose new imp

I use my talents and abilities.

◀ 20 of 20 cards left ▶

Most	More	Somewhat	Less	
Open Space	Open Space	Open Space	Open Space	
Open Space	Open Space	Open Space	Open Space	
Open Space	Open Space	Open Space	Open Space	
Open Space	Open Space	Open Space	Open Space	

Work Values Matcher

There are 6 universal work values:

- Achievement
- Independence
- Recognition
- Relationships
- Support
- Working Conditions

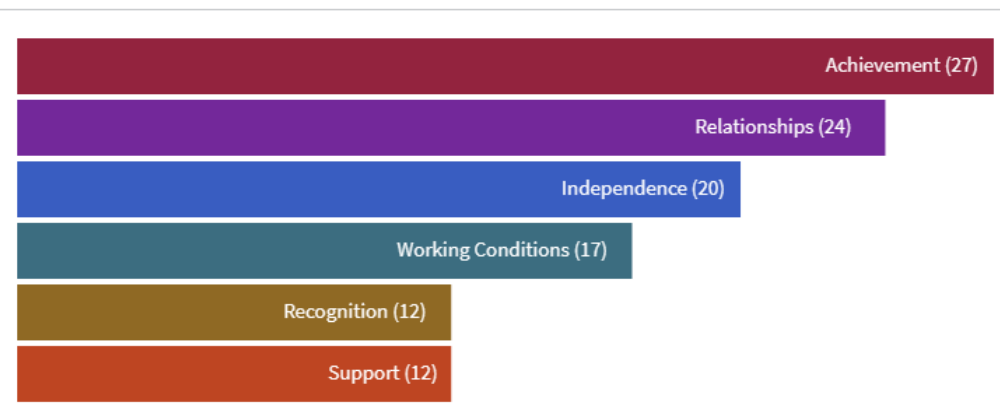
This chart shows how you rated each of them.

Why do work values matter? When you choose a career field or workplace that aligns with your work values, you can:

- gain job satisfaction
- feel motivated and engaged at work
- share common values with co-workers

[Help](#)

Your Work Values Matcher Results



	Achievement (27)
	Relationships (24)
	Independence (20)
	Working Conditions (17)
	Recognition (12)
	Support (12)

Your work values - from most important to least

Achievement (27) ▲

Achievement reflects a desire to meet challenges and improve through experience. If Achievement is one of your highest work values, it's probably important to you to perform work that gives you a strong sense of accomplishment, requires you to meet new challenges, and allows you to learn new skills on an ongoing basis.

[Learn more about Achievement](#)

Two types of Motivation: Extrinsic and Intrinsic

The essence of motivation is energized and persistent goal-directed behavior.
When we are motivated, we move and take action.

Extrinsic



Financial or tangible rewards given to employees

Intrinsic



Psychological rewards that employees get from doing meaningful work and performing it well.

- Pride in your work
- Personal or professional growth
- Doing work that is inherently enjoyable
- Being a part of a team

- Win an award
- Get a raise
- Gain social capital
- Avoid a reprimand

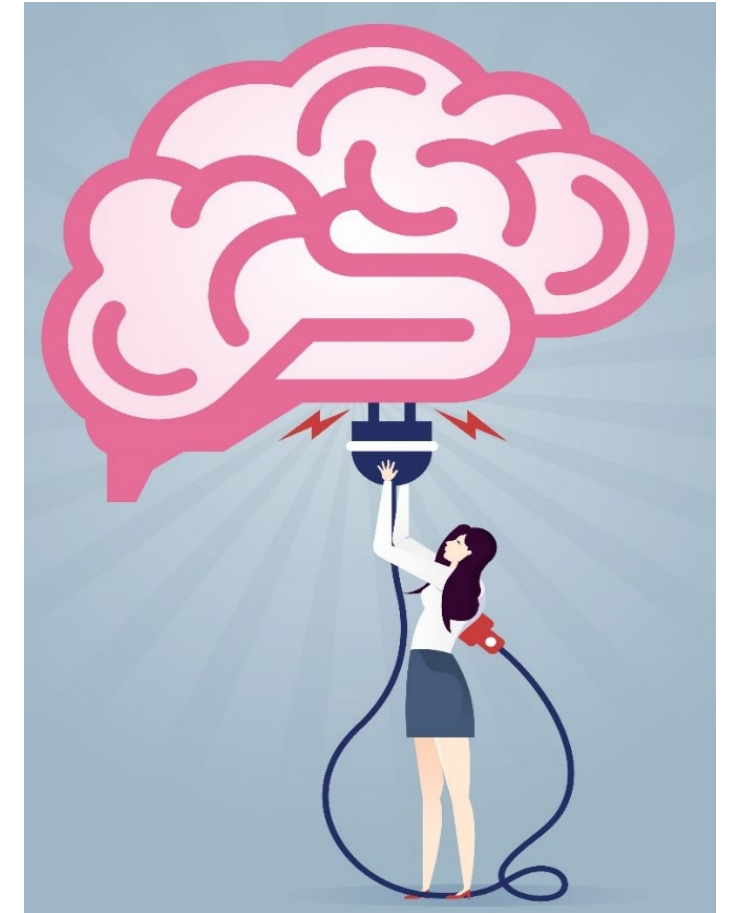
Intrinsic Motivation



Extrinsic motivation can diminish a sense of independence



Intrinsically motivated employees display more initiative



Internal motivation is flexible and employee driven

Intrinsic Motivation

Motivation is a fire from within.
If someone else tries to light that fire under you,
chances are it will burn very briefly.

- Stephen R. Covey

What keeps you engaged in your work?

Autonomy The need to direct your own life and work

Mastery The desire to improve

Purpose The ability to connect personal goals to organizational priorities

Internal Motivations Depend on the Individual

Autonomy

Being self-directed

- I like my co-workers
- I can choose work that interests me
- I am recognized for great work
- I can see a future with my organization
- I can decide how my work gets done

Mastery

Improving at things that matter

- I have the chance to use my strengths at my organization
- I am good at what I do
- I solve problems at work
- I am involved in making decisions
- I am always learning

Purpose

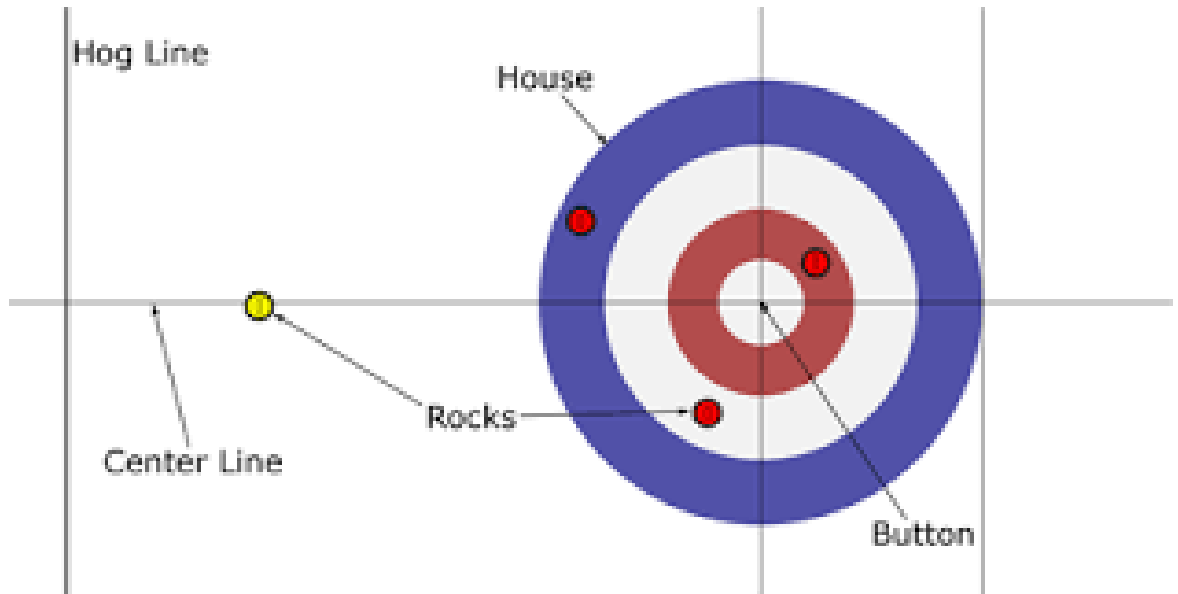
Knowing why a task is being performed

- I am seen as a whole person / they care about me
- I agree with my organization's mission
- I can see how my work impacts my organization
- I know my work is important to our residents
- I can see the positive impact of what I do on the community

Environments that Foster Intrinsic Motivation

- ✗ A manager *can't* force a person to have internal motivation
- ✓ A manager *can* help create an environment that allows an employee's internal motivation to flourish

Manager



Environments that Foster Intrinsic Motivation

Motivation Factors

The work itself

Achievement

Recognition

Growth / Skill development

Responsibility

Job Satisfaction

Environmental Factors

Policies and administrative practices

Supervision

Working conditions

Security

Benefits

Job Dissatisfaction

Environments that Foster Intrinsic Motivation

► Reduce Conditions that Cause Job **Dissatisfaction**

Hygiene Factors

Policies and administrative practices

Supervision

Working conditions

Security

Benefits

- Identify and *improve* policies
- *Fairly* apply administrative practices
- Provide *helpful* supervision
- Support a culture of *respect* and dignity
- Create a psychologically *safe* environment

Avoid the “Demotivators”

- ✗ Giving the perception that an employee’s work or ideas do not matter
- ✗ Not providing ownership of work
- ✗ Being too positive
- ✗ Placing blame
- ✗ Playing favorites



Environments that Foster Intrinsic Motivation

► Grow Conditions that Increase Job **Satisfaction**

Motivation Factors

The work itself

Achievement

Recognition

Growth / Skill Development

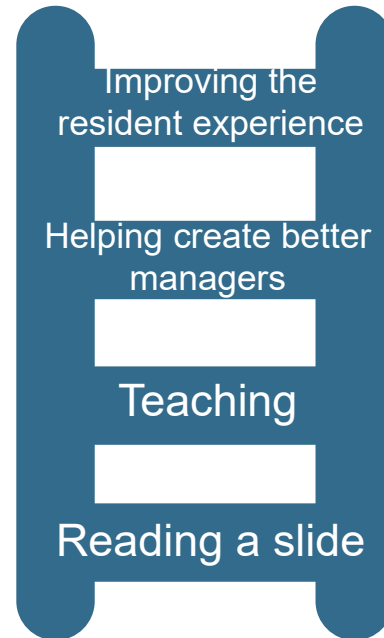
Responsibility

- Encourage *autonomy* and accountability
- Communicate with *transparency* and authenticity
- Introduce new or more *challenging* tasks
- Provide *recognition* for ideas and tasks
- Highlight *purpose*

How do you motivate your employees?

Foster an inner sense of purpose

Move tasks up the ladder (action identification)

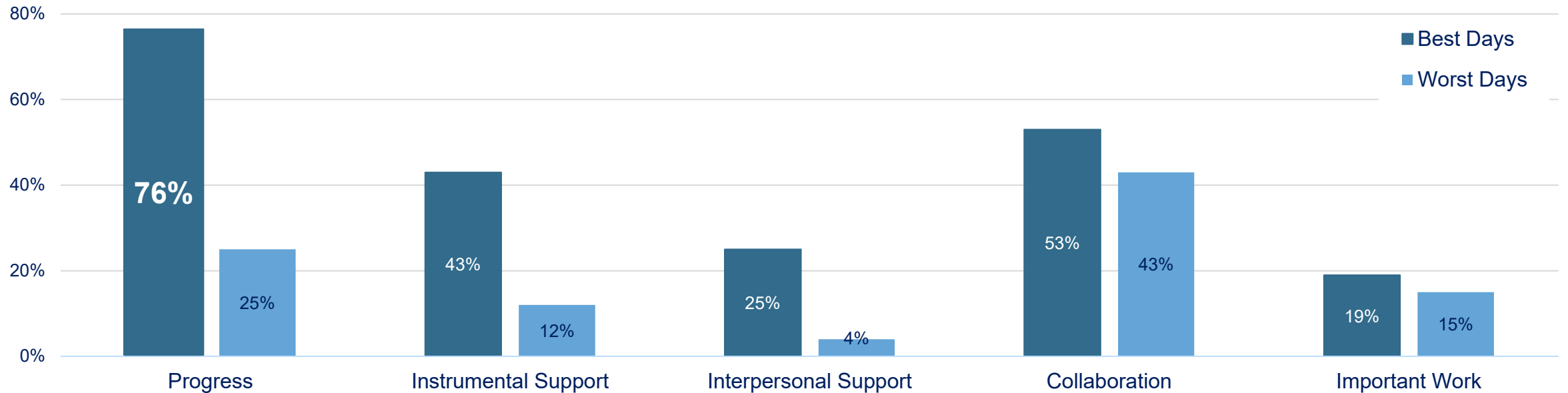


How do you motivate your employees?

Use small wins to enhance motivation

WHAT HAPPENS ON A GREAT WORK DAY?

On **76%** of their best days, diarists mentioned progress



How do you motivate your employees?

Use small wins to enhance motivation

Progress not perfection

- ▶ Clarify goals
 - Avoid changing objectives frequently
- ▶ Act decisively
- ▶ Offer support and resources
- ▶ Celebrate interim milestones

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- What activity do you volunteer for because you feel you are the best at it?
- What has gotten you noticed by other leaders?

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- Which work outcome makes you most proud?
- Which of your tasks are critical to the team?

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- What work activities energize you?
- If you could design your job, how would you spend your time?

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- What are you learning that you will use in the future?
- How is your work helping you get to your next step?

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- Which working partnerships are best for you?
- Imagine working with all of your favorite people – what is that team made up of?