Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
   - 1 in the picture
2. Visit the chat window
   - 2 in the picture
3. Check your name - update if incorrect
   - 3 in the picture
   - *We are using these names to track attendance*
Leading Others:
Learn how to tap into your employees’ motivations to build an even more engaged team

A link to the slides will be emailed at the end of the week
A COVID-19 Caveat

Pandemic Fatigue is real
Burnout in the course of dealing with a pandemic can make one feel *emotionally drained* and unable to function in the context of many aspects of life. Burnout can *lower motivation* and cause you to feel helpless, hopeless, and resentful.

Signs of Pandemic Fatigue. Your employee may be:
- Not as diligent about wearing a mask or washing hands
- Less careful about social distancing
- Getting enough sleep but still feel exhausted
- Feeling more impatient and more irritable
- Getting upset more easily
- Feeling unusually stressed by tasks or situations
- Not engaging in previously enjoyable activities
- Feeling hopeless about the future
- Consuming more alcohol, substances, or food
- Finding it harder to focus and concentrate

*Societal pandemic burnout: A COVID legacy (nih.gov)*

*10 Signs You Have Pandemic Fatigue and How to Cope | Psychology Today*
A COVID-19 Caveat

Maintaining Resilience - For Your Team

Self-care is more important now than ever. In these half-hour group discussions, we will discuss strategies for self-care with your team, and elicit ideas from one another about useful tips to stay healthy, mentally and physically, during these stressful times. In this team environment, participants will have the opportunity to share difficult experiences and related methods of coping during this pandemic (whether at work or at home), in a confidential, supportive environment. If you would like to schedule some time to have a moderator from the Center for the Treatment and Study of Anxiety support your team in any of these ways, please request a session. We will be in touch to learn more about how we can support you, and your team’s availability. Sessions are generally held from 8-8:30am and 5-5:30pm.

Pandemic burnout is rampant in academia (nature.com)
10 Signs You Have Pandemic Fatigue and How to Cope | Psychology Today  Societal pandemic burnout: A COVID legacy (nih.gov)
Why is employee motivation important?

Motivated employees are:

- Better at handling uncertainty
- Better problem solvers
- More focused on customer/patient outcomes
- More engaged
- More loyal
- More productive
- More innovative

Source: Self-Determination Theory in Work Organizations: The State of a Science (researchgate.net)
Extrinsic vs. Intrinsic Motivation

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

**Extrinsic**
- Fulfills an externally originated need or meets some other party's objective or requirement

**Intrinsic**
- Inherently gratifying, interesting or enjoyable
Extrinsic vs. Intrinsic Motivation

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

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

- **Intrinsic**
  - Make progress toward a mission
  - Gain a new skill
  - Act according to core values
Extrinsic vs. Intrinsic Motivation

- Extrinsic motivation can undermine sense of autonomy
Extrinsic vs. Intrinsic Motivation

- The primary use of extrinsic rewards can diminish internal motivation.
Extrinsic vs. Intrinsic Motivation

- Intrinsic motivation is a stronger predictor of job performance
Extrinsic vs. Intrinsic Motivation

- Extrinsic motivation is an external force to perform tasks.
- Intrinsic motivation is a renewable resource.

Extrinsic

• Intrinsic motivation is a renewable resource

Intrinsic
Extrinsic vs. 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
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
Environments that Foster Intrinsic Motivation

Frederick Herzberg’s Motivation-Hygiene Theory

Motivation Factors
- The work itself
- Achievement
- Recognition
- Growth / Skill development
- Responsibility

Hygiene Factors
- Policies and administrative practices
- Supervision
- Working conditions
- Security
- Benefits

Job Satisfaction

Job Dissatisfaction

I want to set a new team up for success

Job Satisfaction: Putting Theory Into Practice -- FPM (aafp.org)
One More Time: How Do You Motivate Employees? (hbr.org)
Environments that Foster Intrinsic Motivation

- **Eliminate Conditions for Job Dissatisfaction**

**Hygiene Factors**

- Policies and administrative practices
- Supervision
- Working conditions
- Security
- Benefits

- Identify and *improve* obstructive 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

Too much of a good thing: Curvilinear effect of positive affect on proactive behaviors - Lam - 2014 - Journal of Organizational Behavior
Environments that Foster Intrinsic Motivation

- Grow Conditions for 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*
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 Penn Medicine
- I can decide how my work gets done

**Mastery**

Improving at things that matter

- I have the chance to use my strengths at Penn Medicine
- I am challenged by the work
- 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 Penn Medicine’s mission
- I can see how my work impacts Penn Medicine’s mission
- I know my work is important to our patients
- I can see the positive impact of what I do on the community

*Daniel Pink, Ask the Right Questions to Elevate Motivation*
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?

5 Questions to Help Your Employees Find Their Inner Purpose, HBR,
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?
How do you motivate your employees?

Foster an Inner Sense of Purpose with Action Identification

Action identification is the theory that there are many levels of description for any action.

Teaching

Helping create an even stronger workforce

Improving the patient experience

Reading a slide

PMX Standards Toolkit

The Penn Medicine Experience

Compassionate · Present · Empowered · Collaborative · Accountable

Action Identification Theory in Social Psychology
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

- Progress: 76%
- Instrumental Support: 43%
- Interpersonal Support: 25%
- Collaboration: 53%
- Important Work: 19%

The Progress Principle, Amabile and Kramer
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

The Progress Principle, Amabile and Kramer
What practices do you use to help foster motivation in your team?

Increase Job Satisfaction / Decrease Job Dissatisfaction

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

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

**Foster an Inner Sense of Purpose with Action Identification**

**Identify Internal Motivators**

**Autonomy**
- Being self-directed

**Mastery**
- Improving at things that matter

**Purpose**
- Knowing why a task is being performed

**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

**Use Small Wins to Enhance Motivation**

**Penn Medicine**

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Questions? Comments?

### Penn Medicine Resources

- **PennCOBALT** a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.
- **Lead Strong** Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.
- **WELLfocused** a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being

#### Penn Medicine Academy:

- Microlearnings:
  - Creating a Feedback Rich Environment
  - Building a Development Plan
- Job Aids:
  - Giving Feedback
  - Giving Development Feedback
- Classes:
  - Managing at Penn Medicine
- Tools:
  - Responsibility Matrix
  - Project Plan Template

### Articles

- Why Intrinsic Motivation Is So Powerful (And How to Find It) (lifehack.org)
- What Daily Leadership Behaviors Inspire Motivation? (thebalancecareers.com)
- Research: A Little Recognition Can Provide a Big Morale Boost (hbr.org)
- Six Lessons on Fighting Burnout from Boston’s Biggest Hospital (hbr.org)
- How to Lead When Your Team Is Exhausted — and You Are, Too (hbr.org)

### LinkedIn Learning

- The Power of Motivation with Daniel Pink (30 min)
- Grit: How Teams Persevere to Accomplish Great Goals (26 min)
- Visualizing your Leadership Journey (32 min)
- How to Set Goals When Everything Feels Like a Priority (15 min)